

**Final Report:
A Visitor Capacity Charrette
for Acadia National Park
August 1 – 3, 2001**



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Executive Summary

In August 2001, Acadia National Park hosted a visitor capacity charrette for the Mount Desert Island part of the park. A *visitor capacity charrette*, as applied to outdoor recreation, is defined as an intensive, multi-day work session focused on a specific locale and involving experts with diverse perspectives. Its purpose is to develop an expert-based recommendation for an area's numeric visitor capacity, and/or management strategies or approaches to visitor capacity. At Acadia, a diverse group of more than 20 experts in various disciplines from agencies and nonprofit organizations, the private commercial sector, and the local community met with ten park staff over three days. The goal was to develop recommendations on visitor management and visitor capacity. Participants were divided into four teams. Each team addressed the same set of questions. Two teams looked at capacity on a large scale—all park lands on Mount Desert Island; two teams looked at the Jordan Pond and Cadillac Mountain sites. The entire work group convened several times for reporting out and discussion. Four case studies from other areas of the country were also presented.

Recommendations included:

- Develop a zoning system like that for Arches National Park to guide capacity decisions, including more detailed descriptions of the desired resource and visitor experience conditions. Use a rational planning process like VERP and support it with applied research.
- Some participants believed there would be value to proactively decide upon a numeric capacity for Cadillac Mountain and Jordan Pond House, and that further delay would compromise resources.
- Understand visitor travel patterns through simulation modeling.
- Establish public transit for Cadillac Mountain during the summer season to assure a quality visitor experience, protect resources, and educate visitors.
- Explore a “no net gain” option for adjusting parking throughout the park, and develop a parking plan for the park.
- Continue to pursue Intelligent Transportation System technologies.
- Increase community awareness and public education about visitor demand approaching and exceeding the available supply of recreation opportunities. Develop a daily (e.g. 10am and 3pm) visitor capacity index for Cadillac Mountain and report it the media, similar to that of a hotel occupancy rate.
- Conduct a car-free test for the Park Loop Road using the Island Explorer and supplemental busses during the off season at a relatively busy time.

Charrette participants evaluated the process and found it to be partially successful. In general, they evaluated the meeting favorably and found it energizing. Key findings were that: 1) the role of park staff needs to be clarified—are they active participants or information sources?; 2) the issue of scale was a problem—the two MDI teams found it difficult to address capacity at an islandwide scale; 3) there was disagreement among participants as to the definition, need, and value for determining a numerical capacity; and 4) charrette questions should be carefully developed and sequential or prioritized. Park staff found that many ideas they had were validated during the process, and the charrette served as a motivating event to move forward, experimenting with various actions to address visitor capacity issues.

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INTRODUCTION

This report summarizes the results of a 3-day visitor capacity charrette convened at Acadia National Park from August 1-3, 2001. Major sections of the report cover background information, methods, findings, and recommendations. Supporting materials are included in several appendices.

BACKGROUND

Acadia National Park staff have been concerned with the high level of visitation to the park and the effects of this visitation on resources, visitor experiences, park infrastructure, and the quality of life within the local community. Acadia receives about 2.7 million visits annually, with most of that occurring from Memorial Day to Labor Day. The vast majority of these visits (and their effects) occur on the Mount Desert Island (MDI) part of the park where most of the major attractions are located.

The physical and biological impacts of intensive use of small areas of the park frontcountry, such as the summit of Cadillac Mountain, are readily apparent. Hiking trail conditions throughout the park have also been deteriorating for many years because of high use and a lack of maintenance funds. The social effects of visitor use may sometimes be less visible but they occur as well. In the 1990's, the park established a social capacity for the carriage road system because of concerns about overuse and several problem behaviors. Much of the infrastructure of the park is old and decaying. Plumbing and septic systems are stressed from the volume of use. On many summer days, roads are congested with vehicles and parking areas overflow. In 2002, the local communities are revisiting quality of life issues on Mount Desert Island (where most of the park is located), including the effects of tourism. All of this suggests that visitor capacity is a critical issue for park lands on MDI and for the island communities as well.

Visitor use and capacity issues are now being addressed at the two largest remote units of Acadia. The Schoodic and Isle au Haut sections of the park are geographically isolated from the MDI part of the park. They protect different resources than those on MDI and offer clearly different experiences to visitors. Their visitor use and capacity issues are similar to those of the MDI part of the park but much smaller in scale and less complex. While the issues at these units are still very challenging, their scale has allowed park staff to begin to deal with the challenges.

In comparison, visitor use and capacity issues in the MDI part of the park are large and complex. Acadia National Park occupies about half of MDI and shares the island with four towns. The difficulties of addressing visitor capacity for parklands on MDI include:

1. uncontrolled access from State and town roads,
2. large numbers of visitors participating in diverse activities,
3. fragmented park lands with many entry points,
4. communities dependent on tourism to varying degrees, and
5. limited park staff to implement any program or actions.

Thinking about visitor capacity for parklands on MDI raises many questions. Listed below are the main questions that led the park to host the charrette.

1. Is controlling visitor use in the MDI part of the park even possible, given the difficulties noted above?
2. How supportive would the local communities be for capacity actions?
3. Is the problem too many vehicles or too many people?
4. What is the best approach to visitor capacity on MDI? This is a question of the appropriate scale. Should it be holistic or compartmentalized? Should it be based on geography (island-wide, east side, west side, Park Loop Road, Seawall/Route 102A corridor)? Or should it be based on recreation systems (carriage roads, trails or trail systems), or on specific problem sites (Jordan Pond, Cadillac Mountain, Ocean Drive)?
5. What is the appropriate role of the Island Explorer bus system in controlling use or administering capacity?
6. Can/should the Visitor Experience Resource Protection process or a similar visitor capacity planning process be applied to the entire MDI section of the park?
7. Is more detailed zoning of the park to specify a greater diversity of desired resource conditions and experiences (as at Arches National Park) required?
8. Should the park focus efforts on management actions to mitigate problems and reduce the easy access to the park rather than establishing a visitor capacity?

In August of 2000, park staff held a Social Science Needs Assessment workshop facilitated by National Park Service Chief Social Scientist Gary Machlis. The results of the workshop illustrated the concern of park managers and local partners with visitor capacity of park lands on MDI. Emerging from this workshop was the idea for a visitor capacity charrette to try to answer these questions and others, and to generate ideas for managing visitor use on MDI.

The following spring, Acadia National Park staff met with Dr. Glenn Haas of Colorado State University to discuss options for pursuing the charrette. Dr. Haas at that time was on sabbatical with the Department of the Interior in Washington, D.C. where he was chairing the Federal Interagency Task Force on Visitor Capacity on Public Lands. After meeting with park staff, Dr. Haas agreed to act as the facilitator for the charrette.

CHARRETTE DEFINITION

The Federal Interagency Task Force on Visitor Capacity on Public Lands introduced the use of a charrette as a tool to develop expert-based opinions as input to numeric capacity decisions. A charrette is a popular tool in the architecture and construction profession where it has been defined as an intense effort to complete an architectural problem within a specified time period. The Task Force believes a charrette might be a useful tool in dealing with visitor capacity and related management questions.

A visitor capacity charrette, as applied to outdoor recreation, is defined as an intensive, multi-day work session focused on a specific locale and involving experts with diverse perspectives.

Its purpose is to develop an expert-based recommendation for an areas' numeric visitor capacity, and/or management strategies or approaches to visitor capacity. It may also be used to validate and strengthen an existing capacity decision to make it more reasoned and defensible.

A charrette convenes a group of experts with special knowledge, training, skill, experience, and research expertise. It is important that the experts have diverse competencies and perspectives. Diversity, creativity, energy, and commitment to team problem solving are fundamental qualities to a successful charrette. The number of participants will vary depending upon the complexity and diversity of the issue, with smaller groups of 5-10 participants being appropriate in some cases and larger groups of 20-30 participants being appropriate in other cases.

The group is challenged to address a series of questions during a 48-72 hour period in order to reach a majority recommendation for the decision-making authority. The group may be divided into smaller teams who take a lead role on one dimension of the problem, or work concurrently on the same problem. The charrette format involves iterations of intensive small group work sessions followed by full group dialogue and creative problem solving.

The output of the charrette is a written expert-based recommendation to the questions posed in the charrette. The recommendation is based upon existing information and knowledge at the administering unit, coupled with the intellect, experiences, creativity, and sound professional judgment of the invited external experts.

GOAL AND OBJECTIVES

GOAL

The goal of the Acadia National Park visitor capacity charrette was to develop expert-based recommendations on the management of visitors in order to protect the park resources, visitor experiences, and the quality of the community life in the face of increasing visitation.

OBJECTIVES

1. For the Mount Desert Island part of the park, to develop expert-based recommendations related to desired future conditions, indicators and standards, management strategies and actions, numeric visitor capacity, science and data needs, monitoring approaches, and public education and information efforts.
2. To recommend the appropriate scale to address visitor capacity (i.e., site or small scale such as Jordan Pond and Cadillac Mountain versus a larger regional scale such as MDI).
3. Evaluate the use of a charrette tool for visitor capacity planning and decision making.

METHODS

PROCESS

The charrette was planned for early August to expose participants to the highest level of park visitation. The charrette participants were sent a pre-charrette reading package and provided additional materials upon arrival (Appendix 1). The charrette began by outlining the process and the charrette freedoms (Appendix 2). Then, a brief overview of the park, its visitor capacity issues, and the Island Explorer bus system was provided. A half-day guided field trip around the Park Loop Road on the first day gave everyone a first hand look.

Participants were then divided into four teams of 7-8 people with diverse representation in each group. Each group had two park staff in it. Each group also had a package of materials for the team (Appendix 1). Two teams looked at the big picture of visitor capacity for all park lands on Mount Desert Island. The other two teams addressed visitor capacity issues for two of the most intensively used visitor sites in the park: the Jordan Pond area and the Cadillac Mountain summit area. The intent was that the big picture approach and the site approach would help inform one another and stimulate further creative thinking. Each team addressed the following seven questions, and at the end of the charrette provided answers in written format; laptop computers were provided to each group for this.

- What is the current situation and what are the important challenges for the area in question?
- What are the desired future conditions for area's resources (natural and cultural), visitor experiences, and management program?
- What visitor management strategies or actions would you recommend?
- What indicators and standards should be monitored to track current conditions?
- What is a reasonable numeric visitor capacity for the area in question?
- What science and data should be obtained in the future?
- What public education and information strategy would be appropriate?

Each team reported out the results of their analysis to the larger group, followed by discussion. Then four case studies of other visitor capacity/management issues were presented from various locations around the country. After the case studies, the four teams reconvened to continue addressing the seven questions. Each team then reported out a second time to the entire group, followed by discussion. Notes for all sessions of the large group were captured on flip charts. Finally there was a group discussion and evaluation of the charrette process. The charrette agenda is in Appendix 3.

PARTICIPANTS

Charrette participants were diverse along several dimensions. Background expertise included park staff from all divisions—resource management, visitor protection, park administration, maintenance, and interpretation. Participants from outside the park brought expertise in

recreation management, transportation planning, park planning, urban planning, landscape architecture and design, visitor impact research and social science research. These experts worked for state land management agencies, other federal land management agencies, universities, nonprofit conservation groups, Friends of Acadia, and the Denver Service Center, Northeast Region, and Washington Offices of the National Park Service. A listing of participants is included in Appendix 4.

FINDINGS

This section highlights the observations and recommendations of the four teams: Jordan Pond House, Cadillac Mountain, and Mount Desert Island Groups 1 and 2. Notes for each team are in Appendix 5.

JORDAN POND HOUSE

The Jordan Pond area is a principle destination for visitors to Acadia National Park. The Jordan Pond House restaurant is an historic resource providing a traditional dining experience that pre-dates the establishment of the park. Visitors are attracted to the area for the traditional dining experience, the scenic qualities of Jordan Pond and the surrounding mountains, the hiking and biking opportunities, and the gift shop. Access via the Park Loop Road (PLR) means many visitors naturally stop there as part of their overall experience of driving the road and sightseeing. The many faceted appeal of the Jordan Pond area is the source of its challenges. Visitor demand causes problems related to the number of vehicles, vehicle and pedestrian patterns of movement, visitor wayfinding and conflict, resource damage, and the capacity of the restaurant and toilet facilities. Visitation is unevenly distributed during the day. During the summer season, the “pulse” of visitation from large tour buses, especially those from cruise ships visiting Bar Harbor, is particularly problematic.

The group recommended that the Jordan Pond area and restaurant retain and improve its early 20th century ambiance and dignity as the medium for visitors to experience the natural and cultural resources of the park. The area and the restaurant are unique assets and should be managed for the following desired future conditions:

- Visitors do not experience congestion in parking, restrooms, dining, walking, etc;
- Public transportation is used to the greatest extent possible;
- The area continues to function as a trailhead for carriage roads and hiking trails;
- Visitors understand what is available at the Jordan Pond area and easily find their destination;
- Vegetation and water quality are not degraded;
- Existing landscape character and vistas are protected;
- The area is universally accessible;
- Buses can easily access area and pick up passengers.

To achieve this desired condition, the main recommended action was to reconfigure or redesign the Jordan Pond House access roads and parking facilities. This redesign would separate uses (hiking and biking, restaurant, sightseeing) to reduce confusion and congestion and move people efficiently from parking and bus drop-off to desired locations or activities.

Specific recommendations included:

- An increased emphasis on and expansion of public transport;
- A real-time Intelligent Transportation System (ITS) to inform visitors with electronic messaging signs or radio messages of current visitation levels at JPH (e.g. currently operating at 100% of capacity);
- Economic incentives to encourage use of buses; food and merchandise discounts for off-peak use times;
- Food service reservations;
- Restrictions for large RVs and trailers;
- Prohibiting short-term tour bus “rest stops”;
- Providing alternative rest room facilities off-site;
- Parking fees for peak hours;
- Enforcement of parking regulations;
- Using “stones” to curb illegal parking and;
- Instituting a two hour time limit for parking.

It was noted that the Jordan Pond area is a major node within a larger system, so consideration must be given to traffic management on the PLR and perhaps island-wide. Suggestions included instituting a parking pass for the PLR, limiting the number of automobiles on the PLR based on current parking spaces, and limiting vehicular access for peak-use times of day and season.

Several indicators were recommended to monitor resource and social conditions. Physical indicators included: the number of cars parked illegally; the prevalence of social trails; water quality; the area of trampled vegetation; and the number of bicycles using /not using bike racks. Indicators of social conditions included: wayfinding difficulty; parking, restaurant, and restroom waiting time/delays; quality of the scenic experience; and the quality of transit services.

Establishing standards or a visitor capacity for the Jordan Pond area was difficult for the group. A visitor capacity for the Jordan Pond House restaurant of 250-275 persons-at-one-time was recommended as reasonable. It was noted that this capacity would be reached under conditions of 2 persons per vehicle for all the existing parking areas without public transit. The problem of multiple tour buses arriving simultaneously was noted as an especially problematic aspect of any visitor capacity for the area. The group was not able to estimate a reasonable visitor capacity for the area.

Data and science needs were related to questions of recreation demand and supply. From a demand perspective, what types of activities, setting attributes, and experiences are visitors

seeking in the Jordan Pond area and the park? What are future patterns or circumstances (e.g. cruise ships) that will affect this demand? Have some people been displaced, and is there other latent or unmet demand for the Jordan Pond area and Acadia? From a supply perspective, what types of activities, setting attributes, and experiences are visitors experiencing in the Jordan Pond area and the park? Are visitors aware and do they know how to find information on different experience opportunities in the Jordan Pond area and the park? What is the supply or capacity of opportunities for different users of the Jordan Pond area and the park (e.g. carriage roads, PLR).

Public education and information was viewed as an important strategy to maintain the integrity of the Jordan Pond area experience and to help assure that visitor demand does not exceed the supply or capacity for a quality experience. Before arrival at the Jordan Pond area, ITS technology and radio messages could inform visitors of the current capacity at key areas of the park (e.g. Jordan Pond area parking is at 95% capacity). Park information should stress the importance of the Island Explorer to maintaining the integrity of the park experience. Information must also be provided to tour companies in order to sequence and distribute the arrival of buses, and on-site signage is necessary to separate uses, facilitate wayfinding and visitor learning.

CADILLAC MOUNTAIN

As the highest point on the east coast of the United States, Cadillac Mountain is the number one destination for visitors to Acadia National Park. The summit receives an estimated 500,000-800,000 visits each year, most of them via private autos. Most summer days have steady traffic from sunrise to sunset with only a brief lull for the few hours after sunrise. A one-day census of visitation to Cadillac after the charrette showed that more than 2,000 vehicles and 6,000 people reached the summit. Peak traffic of more than 200 vehicles per hour was reached in the early afternoon; at sunset traffic may be comparable if the weather is fair.

Cadillac Mountain is a unique setting that should be managed to provide moments of inspiration, contemplation, scenic awe, and natural quiet. For Acadia sightseers or hikers, there is no substitute for the Cadillac Mountain experience. The view from the summit is spectacular and of a scale seldom seen. Only one similar experience for sightseers exists along the coast of Maine at Mount Battie State Park in Camden, where there is an auto drive to a summit overlooking Penobscot Bay. The integrity of the resources and experiences on the summit of Cadillac Mountain are an indicator of the wellness of Acadia National Park.

Visitor use issues on Cadillac Mountain included: the number of vehicles; the intrusive noise of engines and other visitors; vaguely defined trails; the lack of resistance to walking anywhere in the landscape; uninformed visitor behaviors such as cairn building; few visitor control barriers; visitor congestion; and loss of experiential integrity. Resource damage is also a major concern with the loss of soil and vegetation from foot traffic in a sensitive environment. And yet, considering the millions of visitors over many decades, the resources are also remarkably intact. An outstanding opportunity exists on the summit for interpreting the natural, cultural, and historical resources of the park and the area. The inspirational setting lends itself to

teaching about change and differences over time and space.

Management recommendations for this desired condition were numerous. Alternative designs for the parking and trail system would help visitors move in a predictable one-way pattern, avoid congested junctions, and separate the sights and sounds of the staging area from the vistas and interpretive locations. Some form of public transport and limits on cars, buses, and RVs is needed for high seasons. As mentioned previously for the Jordan Pond area, ITS technology would help inform visitors in real-time about current use (e.g. summit is at 80% capacity) and hopefully influence travel decisions. Other recommendations included: improving the delineation of the summit trail; increasing and rotating site restoration areas; removing rock art; strategically locating discreet fences and boardwalks to help direct visitor movement; public education and interpretive programs; and enforcement of parking regulations. It was also noted that the gift shop on the summit may be inappropriate, unnecessary, and contributing to problems by encouraging a longer length of stay.

Data and science needs for Cadillac Mountain included a resource inventory and assessment, understanding of visitor use and travel patterns, comparison of the current summit experience with the park's desired summit experience, and a feasibility study of alternative transportation and traffic management approaches.

MOUNT DESERT ISLAND TEAM 1

The challenges facing the MDI part of Acadia are diverse and numerous. Values and perceptions among the team also varied, thus making it difficult to arrive at an overall consensus of the situation or solutions. Several dominant concerns and observations were that: (1) the number of vehicles may be more the problem than the number of visitors, (2) locals and other traditional users are being displaced from the park, (3) visitors are unevenly distributed through the park and thus experience congestion, noise, and crowding, (4) alternative site/facility design and public transportation are hopeful solutions, (5) visitors are visiting more than the park, and for some the park is but a backdrop for the vacation, and (6) there are many site-specific locations where the supply or capacity of opportunities is exceeded, and resources and experiences are deteriorating.

The desired future conditions for the park included: stable or improving trends in natural and cultural resource integrity; managing for a diversity of experiences and resource conditions; a more knowledgeable and sensitive visitor; improved monitoring; increasing public transit use and nonmotorized access to the park; and matching demand to infrastructure (e.g. cars and bicycles).

Several major themes emerged from the recommendations of the team. The first was to manage the number, type, location, and timing of private vehicles in the park. Among the ideas generated were: greater parking control and enforcement and new restrictions; establishing an automobile capacity; adding new entrance stations; establishing car-free zones; establishing Acadia as a car-free destination; eliminating RVs from the park or parts of the park; providing

satellite day use parking areas to tie in with public transit; and expanding the public transit system and marketing it aggressively.

A second theme was park fees. Changing the fee structure to a per person fee and limiting the number of passes sold, integrating per person fees with public transit fees appropriately, and setting higher fees for private auto use were among the suggestions.

Education was a third theme. Education of visitors, hoteliers, tourism agents, and other local business owners about park management, park issues and concerns, and their role in helping protect the park and encourage appropriate use was seen as very important. Off-site trip planning services, internet information, establishing an inbound booking agent to help with visitor distribution and to encourage/link to nonpark opportunities, and ITS technology were proposed to help distribute visitors and align their expectations with experiences provided in the park.

Other recommended strategies not directly associated with these major themes included: establishing current visitor use as the capacity; setting a capacity before it is too late; setting backcountry limits; establishing high quality, low density use areas limited by permits; actively “de-mote” certain sites; linking Southwest and Northeast Harbors by boat; setting bike capacity; eliminating gift shops from Cadillac and Jordan Pond to shorten length of stays; and shuttling Eagle Lake carriage road use in (i.e. no parking in bike lanes).

There was no consensus on visitor capacity at an island-wide scale. There was not enough information for the team to make any numeric capacity recommendation.

Major obstacles to implementing these strategies were identified. These included: too few staff to manage effectively; a management philosophy to intervene as little as possible; fear of pressure to retain high visitation; separating visitors from their cars; long-term budget assurance for public transit; the geography of many access points; the sheer volume of people relative to public transit capacity; the need for day user parking areas to access the bus; the discrimination of higher entry fees; and impacts to the local business community.

Data and science needs identified included resource inventories and assessments, social science research on the acceptance of alternative visitor management strategies, improved social and biological monitoring, evaluation of interpretive and public education efforts, and economic analysis of any proposed alternatives.

Education was viewed as crucial and requiring a partnership approach to help visitors plan for and visit the park.

MOUNT DESERT ISLAND TEAM 2

The MDI Team 2 team recognized previous successes in park management (falcons, carriage roads, partnerships, fundraising). They noted that the park could be taking additional actions

now, such as parking enforcement, closing islands, and reducing commercial services on Cadillac Mountain. They expressed concern about the capacity of the park (at existing staff levels) to deal with the challenges. An example is the ability of park staff to define and quantify existing resource and social conditions, and determine whether they are at risk. They noted the difficulty of controlling visitor use with so many disparate access points. There was concern that a new transportation system might increase the capacity of the park, creating new problems instead of solving old ones. They felt the park should use the public transit system to assist in visitor management to meet its goals. The team also acknowledged the individual personalities of the communities on the island and the importance of social, political, and economic support for the park management.

The desired future condition for the park was one that clearly defined and managed for a diversity of park experiences and resource conditions based on a careful zoning strategy. Consideration of the USFS Recreation Opportunity Spectrum was recommended. The team recommended implementing the GMP zones but noted that the park's GMP did not define "high density." A VERP process with the use of indicators and standards could also be followed.

Recommendations for management strategies and actions were diverse and organized around several main themes as with MDI Team 1. The first main theme was information and education. Information should be available in a multi-layered web that reaches beyond the island. A new visitor center, more compelling orientation messages, a partnership with LL Bean, information packages and training for hotels, motels, and other businesses, and taking full advantage of the Island Explorer were all recommended.

A proposed new visitor center was seen as an important component of addressing visitor capacity for the park. Its location is critically important and it must offer a compelling reason to stop. It should have more than just an NPS presence, operate as a transportation hub, and offer long-term parking for day users of the island and the park.

Cadillac Mountain was also viewed as a key component of an education/information program because of its high visitation.

MDI Team 2 named auto use and parking as a second major theme for management strategy. Immediate actions recommended were the enforcement of parking regulations and restrictions listed in the GMP. This should be integrated with transportation actions. A broad public education effort is needed before and during such enforcement. Increased signs and a staff focus are ways to start. Park staff should determine where right lane parking is appropriate and follow up with enforcement.

Long-term actions included addressing parking at four sites for safety reasons—North Ridge Cadillac, Acadia Mountain, Jordan Pond overflow, and Eagle Lake. Reservations for vehicles, pricing strategies for vehicle entry that reduce demand, and a goal of an auto-free park for some part of the visitor season were also recommended. An auto-free test day in the shoulder season was also recommended for MDI or for Schoodic. Schoodic in fact was recommended as a test site for other actions proposed for MDI.

Commercial use was another major theme. MDI Team 2 felt the commercial permit system should be used to build constituent support for NPS management actions. The park should consider directing cruise ships to a single in-park service provider. A capacity determination is needed to determine allocation of commercial services.

MDI Team 2 also made a point of singling out solitude as a theme, suggesting that strategies for the west side might need to be more aggressive and severe—for example, car free areas and day use permits. The group recommended clearly identifying areas and times for solitude, and engaging with local communities to support these quiet places to preserve island values. Parking enforcement would be necessary to assure compliance.

Reuse of the Schoodic navy base for as facility for applied research was strongly recommended.

Indicators and standards were recommended in order to help assure acceptable resource and social conditions, track change, and help determine when resource integrity is at risk.

A consensus on a reasonable numeric capacity for the island was not proposed. Rather, there was discussion of the value of monitoring, setting capacity triggers, not limits, making defensible decisions, and using sound professional judgment. There are many opportunities to solve issues without limits on numbers. There was also concern expressed about subdividing the park for capacities. Was there some overriding visitor capacity that would be defensible? The group recommended being wary of a “golden number.”

Towards this end, data and science were viewed as important in order to understand resources, visitors, local residents, economics, community and park infrastructure capacity, and the effectiveness of management practices.

Public education and information strategies included: encouraging a “research challenge” program that would involve local, state, and national partners; using internal political, legislative, and state contacts, and mobilizing influential friends; sharing information from visitor surveys; staying on the high technology curve of Geographic Information Systems data, ITS systems; and encouraging not simply a more informed public, but a more involved “stewardship” public. Finally, the complexity of educational and interpretive messages was recognized. Expert development of information and educational messages is needed to be effective and compelling. Visitors must understand what to expect in various areas of the park in order to match their desired experiences.

RECOMMENDATIONS

The charrette generated numerous ideas to address visitor capacity concerns at Acadia National Park. The recommendations represent a synthesis of these ideas by the facilitator and park staff.

1. Review park management objectives to assure that the desired future recreation opportunities and resource conditions are detailed and clearly stated for the park, as

- well as management zones or units within. The GMP zones are too general to be useful in this regard. This would be along the lines of what was done during the VERP process for Arches National Park. Measurable indicators and standards of the desired quality should be used to describe the desired experiences and resource conditions. A detailed description of the desired recreation opportunity (i.e., appropriate activities, setting attributes, experience, and benefits) should be developed for each zone or unit of the park. A rational planning process supported by research should be followed.
2. An at-risk inventory map should be developed reflecting those areas and times when the desired resource conditions and recreation opportunities may be or are at-risk. Areas and times should be prioritized based on severity of consequences and mitigation measures enacted.
 3. Visitor and local community travel patterns need to be better understood. An inventory, perhaps even a computer simulation model, should determine the travel pattern (origin, direction, destination) at major park intersections. While the automobile is the primary vehicle, such a travel pattern inventory should include all modes of transportation including foot, horse, biking, bus, recreation vehicle, private boat, and cruise ship.
 4. A transportation/design feasibility study is recommended for Jordan Pond House, Cadillac Mountain, and Ocean Drive area. The visitor capacity or supply of available opportunities for visitors at these sites is largely influenced by travel patterns and design considerations. Cadillac Mountain is an icon for the Park, and maintaining the ecological and experiential integrity of this area is particularly vital. Delivering people to Cadillac Mountain by public transit should be a high priority. Only through this means can the majority of visitors be educated about appropriate behaviors to protect the summit area. Visitor numbers can also be easily controlled through public transit.
 5. The current General Management Plan does not permit the expansion of parking facilities or otherwise the enlargement of the human footprint on the park. A variation of this park policy that may be considered would be a “no net gain” policy of human footprint. Such a policy would allow an expansion of parking at Jordan Pond House, or additional off-site toilet facilities for tour buses, if there was an equal tradeoff of land or resources that were restored or rehabilitated.
 6. The park should develop a parking plan for the park in cooperation with the towns and the state. This plan should determine (for example): 1) how many vehicles/people access the park at various locations, 2) where visitors are able to park freely and where parking is regulated, 3) what parking should be on the one way road, 4) how oversize vehicles and tour buses use the park, 5) how local needs are accommodated for parking areas outside the park, and 6) how parking limits should be integrated with the Island Explorer bus.

7. Real-time visitor information (Intelligent Transportation System technology) should be pursued. Using such mechanisms as a public travelers radio station, roadside electronic updates, and entrance station advisories, visitors could be advised of the level of current capacity for key park locations. For example, visitors could be informed that Cadillac Mountain is at 120% of capacity at this time relative to Jordan Pond House operating at 60% of capacity.
8. Community awareness and public education about visitor demand approaching and exceeding the available supply (capacity) in Acadia National Park is necessary. A weekly visitor capacity index should be released and inserted in the local community papers similar to daily air quality and economic indices. For example, the index would indicate the percentage (e.g., 65%, 92%, 165%) of current vehicles (i.e., demand) to the number of available parking spots (i.e., supply) for several key park locations at 10am, 2pm, and 8pm for each day of the week.
9. The current bus system appears to be very successful, yet its full potential may not have been realized yet. An on-going evaluation program is important to continue to make improvements, expand its value to the Park and community, and to develop incentives for increased visitor ridership.
10. A car-free test should be conducted for the Park Loop Road system including Cadillac Mountain. Such a test could be done almost any time, but the second weekend in June would provide a good challenge, because visitation is moderate. The Island Explorer buses are available. A transportation planner could be hired to design and administer the test. Routes could be adjusted as needed and extra buses hired for trips up and down Cadillac Mountain. The goal would be to establish the feasibility, including costs, of a car-free Park Loop Road for the summer season.

CHARRETTE EVALUATION

The third objective of the charrette was to evaluate the use of a charrette for visitor capacity planning and decision making. This section highlights key evaluative aspects of the charrette and is further supported by the set of comments received from the participants (Appendix 6).

GENERAL OBSERVATIONS

The purpose of the charrette and the instructions as to process and timeline were clear. The amount and timing of written materials received prior to the charrette was adequate along with the materials made available during the work session. Meeting space, transport, and food was good. Case study speakers could have been allotted more time. An alternative strategy would have been for park staff to spend more time addressing the first two questions for the entire group. Clearer sideboards could have been provided for groups to help limit wide ranging discussions. Group facilitation was important for the group process and progress. The quality

and diversity of the participants was a major asset in terms of creativity and problem-solving, and the case study presentations added to the diversity of thought.

CONSIDERATIONS FOR IMPROVEMENT

1. The role of the park staff during the charrette needs to be clarified and agreed upon before the session. Is the role of the staff to be an information source for the charrette participants to use as desired or an active participant and advocate? Given that the purpose of a charrette is to examine a situation through a “outside” lens and offer creative and innovative suggestions, the former role should be favored. The question to consider is whether park staff would keep others from thinking “outside the box.”
2. More participation from the private commercial sector (the outside perspective) would have been desirable. More community participation would have also been desirable, and more community members could have been brought in during the reporting out sessions for the entire group.
3. Individual group facilitators would be helpful. In addition to the lead facilitator, each individual group should be assigned an individual who is responsible for guiding and assuring progress. All the facilitators should meet before the session to assure consistency, coordination, and an understanding of timeline and outputs.
4. The issue of scale for visitor capacity decisions needs to be carefully considered. While Cadillac Mountain and Jordan Pond House were relatively well-defined visitor destination points where a capacity could be envisioned, the consideration of the entire Mount Desert Island was too complex, although still a worthwhile exercise. What is the scale for a visitor capacity decision that is practical, reasonable, and defensible?
5. A visitor capacity charrette is a tool that can provide an expert opinion on visitor capacity. In the situation of Acadia National Park, background information was provided and the participants were asked to decide upon a reasonable numeric visitor capacity. This approach was only partially successful due to several factors such as the issue of scale (site versus island wide), lack of time for participants to understand important background information and make a capacity decision, and for some participants and staff, a philosophical belief that a numeric visitor capacity was not necessary.

An alternate approach may be for park staff to make what they deem is a reasonable and defensible visitor capacity decision for specific sites or portions of the park, and then use the charrette to “judge” the soundness and integrity of the proposed decision. In this fashion, the charrette serves as both a judge of reasonableness and to provide expert opinion to validate, strengthen, and mitigate any consequences of a proposed visitor capacity decision.

6. It is important to carefully define and prioritize the questions for the charrette. While diversity of perspective is an essential ingredient in a charrette, it also may lead to different understandings of key words and concepts. It is important to establish key definitions before the

charrette, state these clearly in the pre-charrette written materials, and repeat them early in the work session. It is also important to prioritize the questions and have the charrette participants address them in declining order of importance. That is, using some sequential order to the questions whereby the fifth and sixth questions are the highest priority, places too much burden on the participants and time may not permit their due consideration.

7. A charrette is an intensive work session intended to provide an expert opinion in a short time frame. In order to do so, the schedule needs time allotted for report preparation. Participants need to understand and accept the responsibility to produce the outputs given the information available and the time allotted. This may require evening work sessions. Likewise, the facilitator(s) needs to allocate several days immediately following the charrette for debriefing and final report preparation.

8. In the Acadia visitor capacity charrette, outside observers and media were invited to the last day. This arrangement has its advantages and disadvantages. The major disadvantage is that the charrette participants may be distracted and allocate valuable time to preparing for what to say and not to say to the observers. The advantage to the Park is that the charrette participants can offer a credible external perspective.

9. Acadia staff found that many ideas they had were validated during the process, and the charrette served as a motivating event to move forward, experimenting with various actions to address visitor capacity issues.

An alternative may be to have a charrette spokesperson(s) meet with the outside observers after the charrette concludes and make the final report available to interested parties.

SUMMARY

The complexity of visitor capacity decisions requires many tools. Acadia was the first national park to use a charrette to develop expert opinion on numeric visitor capacity decisions. The use of a charrette, with experts from different disciplines, agencies, and backgrounds, can provide new, creative, and credible expert opinions to improve visitor capacity decision-making. This charrette was at least partially successful from the perspective of the park. We hope others who may be considering a charrette to address visitor capacity issues can learn from the experiences described in the evaluation section of this report.

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APPENDIX 1: CHARRETTE RESOURCE MATERIALS

Pre-Charrette Mailing Materials

- Park Brochure
- Park Brochure annotated with visitor use information.
- Carriage Road Brochure
- Park Newspaper (Beaver Log) including Island Explorer Bus Schedule
- Park History Fact Sheet
- National Park Service. 1992. General management plan. Acadia National Park, Maine. October. 99pp. *excerpts*
- National Park Service. 1995. Statement for management, planning implementation report. Acadia National Park, Maine. August. 47pp. *excerpts*
- Littlejohn, M. 1999. Acadia National Park visitor study, summer 1998. Visitor Services Project Report 108 (Univ. of Idaho). May. 106pp. *report summary only (one page)*
- Littlejohn, M. 1999. Acadia National Park visitor study, summer 1998. Visitor Services Project Report 108 (Univ. of Idaho). May. 106pp. *executive summary only (six pages)*
- Comparing 1985-86 GMP survey data with 1998 Visitor Services Project data. Memorandum from Resource Specialist to Park Staff.
- Acadia National Park Monthly Public Use Report (visitation statistics). January 1994 - May 2001

On-Site Charrette Information Package

- Acadia National Park Visitor Capacity Charrette Goal, Objectives, and Key Questions.
- Description of Visitor Capacity Charrette.
- Acadia National Park Visitor Capacity Charrette Agenda.
- Non-park participant name and address list.
- Jordan Pond area map.

- Cadillac Mountain summit area map.
- List of Management Concerns from Staff Meeting with Glenn Haas, April 9, 2001.
- Steinetz, C.F. 1986. Alternative Futures for Acadia National Park and Mount Desert Island. Harvard University Graduate School of Design. Fall, 1986. 37pp.
- Unpublished carriage road visitor use data from park files 1995-2000
- Jacobi, C., and R. Manning 1997. Applying the visitor experience resource protection process to Acadia National Park carriage roads: A summary of research and decision-making. Technical Report NPS/NESO-RNR/NRTR/98-5. December 1997. Department of the Interior, National Park Service, New England System Support Office. (*executive summary only*)
- Jacobi, C. 2001. A census of hiking trail use in Acadia National Park, August 1 and 3, 2000. Acadia National Park Natural Resources Report Number 2001-2. February 2001. 6pp. (*Figures 1 and 2 and Table 1 only*)
- Daigle, J.J. and B. Lee 2000. Passenger characteristics and experiences with the island explorer bus, summer 1999. Technical Report NPS/BSO-RNR/NRTR/00-15. December 2000. National Park Service, New England Support Office. (*executive summary only*)
- Draft island explorer bus ridership data, 1999-2000. Tom Crikelair Associates. June 2001.
- Hancock County Population Growth Data.
www.acadia.net/cadc/profile/population.html
- Acadia National Park Entrance Fee Schedule
- Cadillac Mountain summit issues, Jordan Pond House area issues, unpublished data on Jordan Pond House area visitors, and unpublished data on parking at Jordan Pond House and Ocean Drive.

Break-Out Team Resources

- Daigle, J.J. and B. Lee. 2000. Passenger characteristics and experiences with the island explorer bus, summer 1999. Technical Report NPS/BSO-RNR/NRTR/00-15. December 2000. National Park Service, New England Support Office. 76pp.
- Jacobi, C., and R. Manning. 1997. Applying the visitor experience resource protection process to Acadia National Park carriage roads; a summary of research and decision-making. Technical Report NPS/NESO-RNR/NRTR/98-5. December 1997. Department of the Interior, National Park Service, New England System Support Office.
- Littlejohn, M. 1999. Acadia National Park visitor study, summer 1998. Visitor Services Project Report 108 (Univ. of Idaho). May. 106pp.

- National Park Service 1992. General management plan. Acadia National Park, Maine. October. 99pp.
- National Park Service 1995. Statement for management, planning implementation report. Acadia National Park, Maine. August. 47pp.
- National Park Service. 2000. Strategic management plan: Acadia National Park, St. Croix Island International Historic Site. Acadia National Park, Maine. 17pp.
- National Park Service. 2000. Commercial services plan. Acadia National Park, Maine. 51pp.
- National Park Service. 2001. Management policies. U.S. Department of the Interior. 137pp.
- National Park Service 2001. Draft hiking trails management plan and environmental assessment. February, 2001. Acadia National Park, Maine. 93pp.

APPENDIX 2: THE CHARRETTE FREEDOMS

Speak clearly and concisely

Respectfully enjoy the views of others

Listen with the intent to understand

Put on different glasses and see new perspectives

Help others figure out what you are saying

Stroll around outside your box

Experience an intellectual “wow” moment

Laugh out loud at your misperceptions

Get to know those other people

Act like a role model of tolerance

Play with markers, draw pictures, create solutions

Make someone happy—Say “Good Idea”

APPENDIX 3: CHARRETTE AGENDA

Wednesday August 1, 2001

8:00 am	Welcome/Review of Objectives/Desired Outputs Introductions Review of Process/Ground Rules/Teams	Haertal and Jacobi All Participants Haas
9:00 am	Background Overview of Park legislation, mission, objectives, current conditions Review of bus transportation system	
10:30 am	Field trip: Jordan Pond, Cadillac Mountain, Mount Desert Island; box lunch provided by Friends of Acadia	
2:30 pm	Small Group work sessions: Jordan, Cadillac, MDI-1, MDI-2	
5:30 pm	Reconvene full group for status check/Dinner break	
7:30 pm	Evening work session may be necessary	

Thursday August 2, 2001

8:00 am	Small Groups Report Out to Full Group	
10:30 am	Case Study Presentations to full group Kristie Anders Sanibel Islands, Florida Ken Anderson Oak Creek Canyon, Arizona Tom Cobb Minnewaska State Park Preserve, NY Noel Poe Arches National Park	
noon	Lunch provided by Friends of Acadia	
1:00 pm	Continue small group work sessions	
5:30 pm	Reconvene full group for status check/Dinner break	
7:30 pm	optional work session (or full group report outs may begin)	

Friday August 3, 2001

8:00 am	Small groups report out to full group	
10:00 am	Full Group Discussion of the merits of site-level scale versus island-wide scale to visitor management and capacity planning	
11:00 am	Group discussion of charrette process	All Participants
noon	Closing Comments	Haertal, Jacobi, and Haas
12:30 pm	Departure	

APPENDIX 4: PARTICIPANT BIOGRAPHIES

Kristie Anders

Kristie Seaman Anders served as an interpretive ranger at Acadia National Park from 1979-1982. It has been 19 years since she last saw Mount Desert Island. She also served at Everglades National Park, Salem Maritime Historic Park, and Independence National Historic Park. From 1983-1988, she served as outdoor recreation planner for the J. N. "Ding" Darling National Wildlife Refuge, one of the most visited refuges in the country. Currently Kristie is executive director of the J. N. "Ding" Darling Foundation and has been the education director of the Sanibel-Captiva Conservation Foundation since 1988.

Kristie has presented at several state and national conferences regarding the Sanibel Story, carrying capacities and issues of being "loved to death." She has done freelance interpretive guide work for the Smithsonian and several other nationally known museums. In her current role with SCCF she balances the issues of resource protection, public relations and education.

Kristie resides on an unbridged barrier island to the north of Captiva and commutes daily by boat. She and her husband have chosen to face the weather and water rather than the automobile commute made by 7000 other individuals who work but do not live on Sanibel or Captiva Islands. Last year, the Sanibel Causeway recorded over 3.5 million vehicles. The Refuge recorded over 800,000 visitors largely during the winter months.

Ken Anderson

District Ranger, Beaver Creek and Sedona Ranger Districts, Coconino National Forest. Born in Rockford, Ohio, a rural, farming community. For college, chose Kent State University. Having strong interest in science and a background of a rural lifestyle, I selected Forestry as a major. In 1969 I completed a B.S. degree.

Took a summer job with the Modoc NF in northeast California. Greatly loved the work and was put into a full time position within about 6 months. I have now spent over 32 years with the U. S. Forest Service.

It has been a great career. In addition to northeast California, I have had assignments in Montana on the Gallatin NF, Idaho on the Clearwater NF, and here in Arizona on the Coconino NF. My assignment in the Verde Valley and the Red Rock country around Sedona, is clearly one of the most interesting and rewarding places to work. Not only are there outstanding national forest resources, but many fascinating community opportunities to integrate into the care of the national forest and the serving of people. I have had a wonderful 29+ years with my wife, Arletta. We have 3 sons, 28, 26, and 21.

John Beckley

Region 3, Asst. Director for Wilderness, W&SRs, CDA's, O/G's and concessions 27 years with the FS (all in recreation) from southern NM to Alaska. Has worked at the Ranger District level, Forest Supervisor's level, and now at the Regional level.

Warren Brown

Warren Lee Brown has managed the National Park Service's park planning and special resource study programs since 1992. He is currently responsible for providing policy direction for General Management Planning throughout the National Park System and for Congressionally authorized studies of potential new National Park System units, wild and scenic rivers, long distance trails, and heritage areas. His responsibilities include developing and applying park

planning policies and guidelines and evaluating proposals for resource protection, visitor use, facility development, transportation, and boundary adjustments. Warren also develops policies, criteria, and guidelines for studies that determine if new areas are significant, suitable, and feasible for inclusion in the National Park System. Much of Warren's work has focused on the relationships between parks and their neighbors, and he has designed and coordinated several previous training programs for NPS on planning beyond park boundaries.

Prior to leading the general management planning and special studies program, Warren's experience with the National Park Service included developing and implementing guidelines for land protection planning and coordination of land acquisition priorities with other Federal agencies. Before joining the National Park Service in 1981, Warren worked as a legislative assistant in the United States Senate on land use and environmental matters; on a City Council staff, and as a project associate with the Environmental Law Institute in Washington, DC. Warren also has many years of experience in the private sector with environmentally sensitive land development.

Warren has a BA in Public Affairs from the University of Chicago and a Masters in City Planning from Harvard University.

David Buccello

Education: BS, Natural Resource Management, Colorado State University

Present Position: Chief Park Ranger, Acadia National Park

Past Positions:

Permanent- Assistant Chief Ranger, Zion National Park
Supervisory. Park Ranger, Yosemite NP
Supervisory. Park Ranger, Sequoia NP
Supervisory. Park Ranger, Grand Canyon NP

Seasonal- Park Ranger, Rocky Mountain NP
Park Ranger, Whiskeytown NRA
Park Ranger, Grand Canyon NP

Pertinent Experience:

- Management team participant at Zion NP tasked with development of a major mass transportation system and frontcountry DCP.
- Participant in the scoping process toward development of a Climbing Management Plan for Zion NP.
- Task Force participant in resolving human/deer interaction problems at Yosemite NP. Responsible for study of the Wawona deer herd and identification of management alternatives aimed at both short and long term resolution.
- Developed projects devoted to the study and resolution of a number of issues relating to management of intensively used backcountry areas at Grand Canyon NP. Studies included:
 - Effects of human and mule waste deposition on water quality.
 - Human/wildlife conflicts (i.e. reptiles, deer, beaver, small rodents, venomous insects).
 - Effects of fishing pressure on native trout species.
 - Vegetation management (i.e. species destruction, or introduction of exotics).
- Contributing member of team tasked with development of Grand Canyon's Backcountry Management Plan, with considerable focus on carrying capacities and party size limitations.

Stephanie Clement

Stephanie Clement is Conservation Director with Friends of Acadia (FOA), a local non-profit organization whose mission is to preserve and protect the outstanding natural beauty, ecological vitality, and cultural distinctiveness of Acadia National Park and the surrounding communities. Stephanie has been a member of the FOA staff since 1997, and is responsible for many of the organization's advocacy and community planning programs. She holds an M.S. in Natural Resources Planning from the University of Vermont and a B.A. in Biology from Colby College.

Thomas L. Cobb

Tom Cobb is manager of Minnewaska State Park Preserve, a 12,000 acre protected area situated in the Shawangunk Mountains of eastern New York State. Tom wrote the New York Statewide Trails Plan, and developed a strategic plan—Fostering Environmental Stewardship—for managing and protecting the natural and cultural resources of the New York State Park System.

He previously directed the ecological forestry program of the National Parks and Conservation Association in Washington, D.C. and served on the faculty of the Department of Natural Resources at Cornell University. From 1967 to 1970 he served as a Peace Corps volunteer in Honduras and Peru. He is a Trustee and past President of the Association for the Protection of the Adirondacks, and was the Park and Recreation Specialist for the 1990 Gubernatorial Commission on the Adirondacks in the 21st Century.

Tom is a civil engineering graduate of Rensselaer Polytechnic Institute and holds graduate degrees in natural resource policy and management from the College of Environmental Science and Forestry, State University of New York.

Tom Crikelair

Tom Crikelair is a public transportation consultant who lives in Bar Harbor. He specializes in route and service design, financial planning, and marketing for rural, small urban, and tourist-oriented transit systems. He designed the Island Explorer shuttle bus system and is responsible for ongoing service planning and marketing for the project. He has developed transit plans for communities throughout northern New England. Transit projects for resort communities include Acadia National Park and Mount Desert Island; Bethel and Sunday River, Maine; Stowe, Killington, and Smugglers' Notch, Vermont; and Park City, Utah. He served as a member of the Bar Harbor Town Council from 1991 to 2000.

John Daigle

John J. Daigle is an Assistant Professor at the University of Maine in the Parks, Recreation, and Tourism Program. He teaches undergraduate courses in Forest Recreation Management, Visitor Behavior and Management, and Wilderness Management. He is developing two graduate level courses that focus on Social Research Methods for Natural Resource Professionals and Human Dimensions of Natural Resources Management. His research interests are in outdoor recreation management, recreation policy planning and development, social conflict, and quantitative as well as qualitative research methodology. John grew up in Maine and received his B.S. in Recreation and Park Management from the University of Maine at Orono. He received his M.S. in Recreation Resources and Landscape Architecture from Colorado State University and Ph.D. in Forestry from the University of Massachusetts at Amherst. His previous work experience includes being a Park Ranger at Acadia National Park for 3 seasons and Zion National Park for 1 season. He also worked for approximately 10 years for the United States Forest Service as a Research Technician in Wilderness Management located in Missoula, Montana and Research Scientist in Wildlife Management in Amherst, Massachusetts.

Holly Dominie

Holly Dominie is a land-planning consultant from Readfield, Maine. Trained as a landscape planner (MLA - UMASS), she has devoted over 25 years to natural resources assessment and planning, growth management and land use policy and planning, visual resource assessment, and visual impact analysis. In addition, she is the former director of the natural resources policy unit of the state planning office and currently holds a part time position as chief planner for the Maine Land Use Regulation Commission. Highlights of her work include Maine's first-ever quantitative scenic assessment studies, a study of the cumulative impacts of development in Maine and resulting proposal that led to adoption of Maine's Growth Management Act; the final policy reports and recommendations of several special legislative commissions such as the Commission on Maine's Lakes and Commission For Maine's Future; a prospective planning and zoning plan for the Rangeley Lakes Region; strategic boating facilities plan for the state of Maine, and diverse other land use plans and visual impact studies. She currently serves on the Acadia National Park Advisory Committee and the board of the Friends of Baxter Park.

James H. Fisher

Jim Fisher is a regional planner for the Hancock County Planning Commission. He holds a BA from Bowdoin College in Anthropology and Sociology, a Masters Degree and Ph.D. in Regional Planning from the University of North Carolina. He also studied in the University of India Ranadae Institute, Carleton College and was a pre-doctoral trainee with Carolina Population Center. His doctoral research considers the relationship of rural development programs to population movement in Bangladesh

Jim Fisher has worked in population, health, habitat, natural resources, transportation and marketing research in Maine, North Carolina, Ohio as well as oversees in Costa Rica, Ecuador, Bolivia, Bangladesh, India and Liberia. He has served on the faculties of the University of Cincinnati School of Planning, Wright State University School of Medicine and Bates College Department of Sociology, teaching materials in regional planning, health and society.

Jim Fisher has numerous publications in fields including health, environmental planning and research methods. His work with Acadia National Park includes co-authoring corridor management plans for the Acadia All American Road and the Schoodic National Scenic Byway, work on a MDI Park and Ride Study, participation in bicycle and pedestrian planning, rural design workshops and other local planning endeavors.

Michael Frazier

Current Position: Recreation, Lands, Minerals, Archeology Staff Officer, Santa Fe National Forest, New Mexico for the past fourteen months. I am currently involved with planning for capacity determinations for two Wilderness Areas and two Wild and Scenic Rivers. In the Wilderness Areas, increasing use over the last decade has reached the point where resource damage and user conflicts are apparent in certain places. Increased demand for commercial and institutional outfitter/guide permits has precipitated a moratorium on new permits, pending the capacity analysis and an allocation process. At this point, we are just formally declaring this moratorium and are beginning the planning for the analysis required to resolve the issues.

The two Wild and Scenic Rivers have draft management plans that were challenged and subsequently remanded. We are under a mandated timeline to complete the final plans by March 2002. The original plans did an incomplete job of capacity analysis, and the short timeline will necessitate a very quick approach that relies on available knowledge and professional judgment of local managers.

Previous Positions: District Ranger on two field units on the Siskiyou National Forest in southwest Oregon. Directed the accomplishment of a capacity analysis and allocation of anadromous fishing opportunities between private use and commercial guiding use. This task was accomplished using a custom-designed process, using input from users, local use data, and local professional judgment. The analysis provided a plan with caps on both commercial and non-commercial use, a monitoring plan and thresholds for the imposition of controls for non-commercial use.

Also participated in a Limits of Acceptable Change capacity analysis as a part of a countywide tourism development initiative. This project was a partnership among local government, the Forest Service, and local tourism providers.

Glenn Haas

Glenn Haas is a Professor in the Department of Natural Resource Recreation and Tourism at Colorado State University. He served as a special advisor for the Assistant Secretary for Fish, Wildlife, and Parks in the Department of the Interior in 2000/2001, during which he Chaired the Federal Interagency Task Force on Visitor Capacity on Public Lands. Glenn worked in the national office of the U.S. Forest Service where he drafted the 1980 policy on Limits of Acceptable Change, served four years on the board of the NRPA National Society for Park Resources, six years of the board of the National Parks Conservation Association, and ten years as the Chair of the Department of Natural Resource Recreation and Tourism at Colorado State University, and served as Chair of the 1999 National Congress of Recreation and Resource Capacity. His interests include park and recreation management, regional recreation planning, natural resource policy formulation, decision science, leadership, and visitor capacity. Glenn has degrees in forestry, natural resource management, outdoor recreation behavior, and integrated natural resource planning.

Charlie Jacobi

Charlie Jacobi is a resource specialist at Acadia whose focus is visitor use issues. Over the past few years he has worked with Bob Manning and park staff to develop and then monitor for a visitor capacity for the park's carriage road system, and completed a climbing management plan. He also serves as the park's Leave No Trace coordinator, and recently helped complete an LNT video for Maine, working with several state and private partners. He is currently working with Dr. Manning and Dr. Jeff Marion of Virginia Tech to develop a more informed visitor capacity for the Isle au Haut unit of Acadia. Charlie was a member of the NPS Natural Resource Management Training Program (23 weeks), Class 6, in 1992-1993.

In another NPS life, Charlie supervised fee collection at Acadia, including running Blackwoods Campground in Acadia in its first year on the Ticketron Reservation System in 1984, and the park Entrance Station, which he helped bring on line in 1987 (collecting the first \$5!). He held a park law enforcement commission for 13 years/seasons. Before coming to Acadia in 1984 (and never escaping) he worked in Cades Cove National Park in the Great Smokies and Boston National Historical Park. He has a BS in Sociology from Middlebury College (1975) and an MS in Forestry/Forest Recreation and Park Management from Virginia Tech (1982). Not counting the U.S., Charlie has visited national parks and natural areas in eighteen other countries to date.

Stefan Jackson

Stefan J. Jackson, Saco River Project Director for the Maine Chapter of the Nature Conservancy. Fresh from law school in 1995 until the spring of this year, he was Public Policy Manager for the National Outdoor Leadership School ("NOLS"), overseer of matters pertaining to operational permitting, access, and wilderness quality. NOLS is a 501(c)(3), non-profit, educational organization, and a founding partner and progenitor of Leave No Trace education.

Stefan has been a NOLS Instructor and a Leave No Trace Master Course Lead Instructor since 1997. He was a panelist, moderator, and organizer of the First Congress on Carrying Capacity held in Colorado in December of 1999. He actively participated and lent his bent legal and policy professional perspective to the more intimate Visitor Capacity Workshop held in Colorado in December of 2000. Stephan drafted and revised NOLS policy position statement regarding group size. Helped to steer The Group Size Project, an internal analysis of NOLS operations as they pertain to the number of students taken on courses. Currently overseeing a TNC project on a highly visited section of the Saco River in Maine and New Hampshire. The source of drinking water to 250,000 people during the summer, the Upper Saco River is also paddled by upwards of 2000 people a day during that same season.

Tom Keith

Tom Keith is a principal with EDAW, Inc. an international firm of landscape architects, planners and environmental scientists. He is a graduate of Bowdoin College with deep family roots in Maine, but has lived and worked in Colorado for the past 30 years. Tom is an environmental planner with a graduate degree from Colorado State University. Much of his work focuses on open space protection and the preparation of resource management plans for local, state and federal agencies. He is currently working with NPS on a recreation management plan for a 15-mile segment of the Colorado River below Glen Canyon Dam and he has previously worked on similar assignments for the Bureau of Reclamation in Colorado and New Mexico. Although he does not specialize in carrying capacity studies, Tom's work regularly addresses this issue in the development of management plans for rivers, reservoirs, and other types of use areas.

Will LaPage, Ph.D.

Dr. LaPage is a professor in the Parks, Recreation, and Tourism Program, University of Maine. Will LaPage has had a distinguished career in natural resources: an award-winning parks and recreation scientist for the United States Forest Service; director of New Hampshire's state parks and historic sites; international parks consultant, professor of parks and recreation; Director of the Wolf Education and Research Center, and member of President Reagan's Commission on Americans Outdoors. He has written extensively about public-private partnerships for parks and, for the past twenty years, has been a national leader in promoting understanding of the trends that influence park management and finances.

Will is currently spearheading a national effort to encourage the adoption of best management practices to assure the continued economic vitality and environmental integrity of public parks across America.

He has taught at Colorado State, the University of Wyoming, the University of New Hampshire, and he currently teaches courses at the University of Maine on the literature of conservation, the ethics of park management, interpreting the environment, and eco-tourism. He is also studying the ways inspirational landscapes influence personal creativity at Acadia National Park and Baxter State Park.

Will is working on his third book of outdoor poetry and lives with his wife, Susan, in Holden, Maine, where they are restoring an old farm, raising chickens, gardening, hiking, kayaking, and writing.

Yu-Fai Leung

Yu-Fai Leung is an assistant professor in the Department of Park, Recreation and Tourism Management at North Carolina State University. He joined the faculty in 1999 from Virginia Tech where he received his doctorate and worked as a postdoctoral research associate. Yu-Fai teaches recreation planning, geographic information systems (GIS), and environmental impacts

of recreation and tourism at NC State. His primary research interest is in the field of recreation ecology, with a specific focus on assessing, monitoring and managing visitor impacts in protected areas. He is also interested in visitor education, GIS/GPS applications, and East Asian protected areas.

Yu-Fai is currently conducting research in Boston Harbor Islands National Park Area as part of the efforts to implement the Visitor Experience and Resource Protection (VERP) process and establish visitor carrying capacity guideline in this new park unit. He is in the process of identifying and selecting potential indicators of resource quality as well as developing assessment and monitoring procedures for these indicators. Yu-Fai has previously been involved in trail and recreation site assessment studies in several national park units in the eastern U.S.. He, his wife Laura, and their cat Dong-dong live in Raleigh, NC.

Robert Manning

Robert Manning is Professor of Natural Resources at the University of Vermont where he chairs the Recreation Management Program. He teaches and conducts research on the history, philosophy and management of parks and related areas. Much of his research has focused on the carrying capacity of national parks and wilderness, and he has helped develop and apply the Visitor Experience and Resource Protection (VERP) framework for managing carrying capacity in the national park system. He has conducted research to support application of VERP to the carriage roads at Acadia National Park, and is now engaged in a similar program of research at the Schoodic Peninsula and Isle au Haut portions of Acadia. Bob is author of the *Studies in Outdoor Recreation*, published by Oregon State University.

David Manski

David Manski is Chief of Resource Management at Acadia National Park. He has undergraduate and graduate degrees in wildlife ecology from the University of Arizona and Texas A&M University. He has 22 years natural resource experience with the National Park Service (NPS) in a diversity of settings. His previous NPS positions included: research wildlife biologist at the NPS Center for Urban Ecology in Washington, D.C., biologist in Alaska (both at the regional office and at Aniakchak National Monument and Preserve - one of the most remote and least visited national park areas), and Chief of Natural Resource Programs at Cape Cod National Seashore. David has been at Acadia since February 1994. He supervises programs here to protect park natural and cultural resources and visitor experiences through field studies, monitoring, research, curation, and administering the park's lands program. David has been actively involved in park efforts to develop proactive strategies to address recreation and visitor use issues on carriage roads, hiking trails, climbing areas

Quinn McKew

Quinn McKew, Policy Analyst, National Parks Conservation Association. Quinn is a graduate of Stanford University with a focus in International Relations and the Environment. Prior to NPCA, she worked for the World Wildlife Fund on their Southeastern Rivers and Streams Initiative, organizing a regional conference on protecting southern rivers and editing an ecosystem assessment of the Southeastern aquatic ecoregion. Since joining NPCA, she has worked on park system expansion and the development of a marine parks program. Currently, she divides her time between NPCA's Park Planning and State of the Parks programs. A key component of the Park Planning program is evaluating the carrying capacity of the National Parks and working with the Park Service and constituents to ensure resources are protected from over-use.

Terrence D. Moore

Terry Moore is on a four-year Intergovernmental Personnel Act assignment from the State of New Jersey to the National Park Service. He serves as Deputy Associate Regional Director for Planning in the Northeast Region. He holds a Bachelor of Arts degree in Political Science and a Master of Arts degree in Public Administration from the University of Oklahoma.

Prior to coming to the National Park Service, Moore was the Executive Director of the New Jersey Pinelands Commission between 1979 and 1999. The Commission is the land management agency for the 1.1 million-acre Pinelands National Reserve, an affiliated area of the NPS. He was previously Executive Director of the Newark Watershed Conservation and Development Corporation, an agency which administers the 35,000 acre Pequannock Watershed properties of the City of Newark, New Jersey. He has also served as Director of Research and Evaluation for the Community Development Administration of the City of Newark and as Special Assistant to the New Jersey Commissioner of Community Affairs.

Moore is a former National Urban Fellow of the U.S. Conference of Mayors/National League of Cities and was a Loeb Fellow in Advanced Environmental Studies at the Graduate School of Design of Harvard University. In 1997, he was a member of a U.S. delegation to the Peoples Republic of China advising the State Planning Committee and provincial planning committees on innovative growth management techniques. In 1999, he received the Distinguished Service Award of the New Jersey Chapter of the American Planning Association.

Ken Olson

President, Friends of Acadia (1995-present); Director of Special Projects, The Conservation Fund (1990-1995); President, American Rivers (1986-1990); Executive Director, The Nature Conservancy of Connecticut (1980-1986); Director of Publications, AMC (1973-1977); General Manager, Appalachian Mountain Club (AMC) Hut System (1971-1973); Visiting Lecturer, Wesleyan University (1982-1985); Lecturer and Guest Fellow, Yale College (1979-1981). B.A., English, University of Maine; M.F.S., Natural Resources Management, Yale.

Noel R. Poe

Superintendent, Theodore Roosevelt National Park
National Park Service (NPS)

Age: 54 years.
Raised: Raised on Eastern Colorado cattle ranch and irrigated corn farm.
Education: B. S. in Forestry and Natural Resources, Colorado State University in 1968.
Family: Married for 31 years. My wife is an elementary school teacher for Billings County. Three sons, all natural resource management graduates w/ honors from Utah State University.

Previous NPS assignments:

Park Ranger, Glen Canyon National Recreation Area, Utah (1973-75).
District Ranger, Isle Royale National Park, Michigan (1975-78).
District Ranger, North Cascades National Park, Washington (1978-84).
Chief Ranger, Capitol Reef National Park, Utah (1984-88).
Superintendent, Florissant Fossil Beds National Monument (1988-90).
Superintendent, Arches National Park, Utah (1990-96).
Superintendent, Theodore Roosevelt National Park, North Dakota (1996 – ____).

Career: Started my career with 22 months of seasonal park ranger experience in three national parks, plus one temporary assignment with both the U.S. Forest Service and Bureau of Land

Management. Field ranger for 11 years and a manager of park operations for 17 years. Have been superintendent in the last three parks with responsibility for all aspects of park administration, maintenance, visitor use management, interpretation/education, resource management and research, public and interagency relations and external concerns.

Visitor Carrying Capacity: Among several career achievements, I was the superintendent that helped develop the NPS process for determining the visitor carrying capacity for parks -- *Visitor Experience and Resource Protection Program (VERP, 1995)*. Purpose of VERP is "to give park managers a better process for identifying and managing the type and level of visitor use that can be accommodated while sustaining the desired resource and social conditions that complement the park purposes." Thus was the co-recipient of 1995 Sheldon Coleman Award in Washington DC.

Patrick Shea

Patrick Shea is a registered landscape architect and has had the pleasure of working within the National Park Service since 1974. Patrick's responsibilities have varied from park landscape architect at Redwood National Park in northern California, regional legislative specialist within the former 8-state North Atlantic Regional Office in Boston, Massachusetts, to supervisory landscape architect in the Denver Service Center. Planning and design projects have varied from General Management and Development Concept Plans for overall and area planning efforts to multiple design and construction projects throughout the National Park System. Presently, he is the Denver Service Center Alternative Transportation Program and Project Manager providing various transportation program and project planning and design services to parks and other NPS offices throughout the National Park System.

Patrick Shea has received the National Endowment's Presidential Award for the preservation of the Wesleyan Chapel at Women's Rights National Park in Seneca Falls, New York and the Department of Interior's Superior Service Award for the Zion Transportation System at Zion National Park in Springdale, Utah.

Patrick Shea has a Master of Business Administration from University of Colorado and a Bachelor of Science in Landscape Architecture from Michigan State University.

Jim Vekasi

- B.Sc. Civil Engineering, University of Michigan, 1972
- Professional Engineer (P.E.), Colorado, since 1980
- Site Engineer, Daverman Associates, Grand Rapids, Michigan, 1973-75. Design and construction supervision, private architectural/engineering firm.
- Roads Engineer, Kingdom of Tonga, (Peace Corps) 1975-78. Supervision of roads and airport maintenance.
- Design Engineer, National Park Service Denver Service Center, 1978-1980. Design of water and wastewater facilities.
- Park Engineer, Glacier National Park, 1980-1991. Design and construction of park facilities - buildings, utilities, bridges.
- Chief of Maintenance, Acadia National Park, 1991 - present. Management of construction and maintenance - roads, trails, buildings, utilities and other facilities.

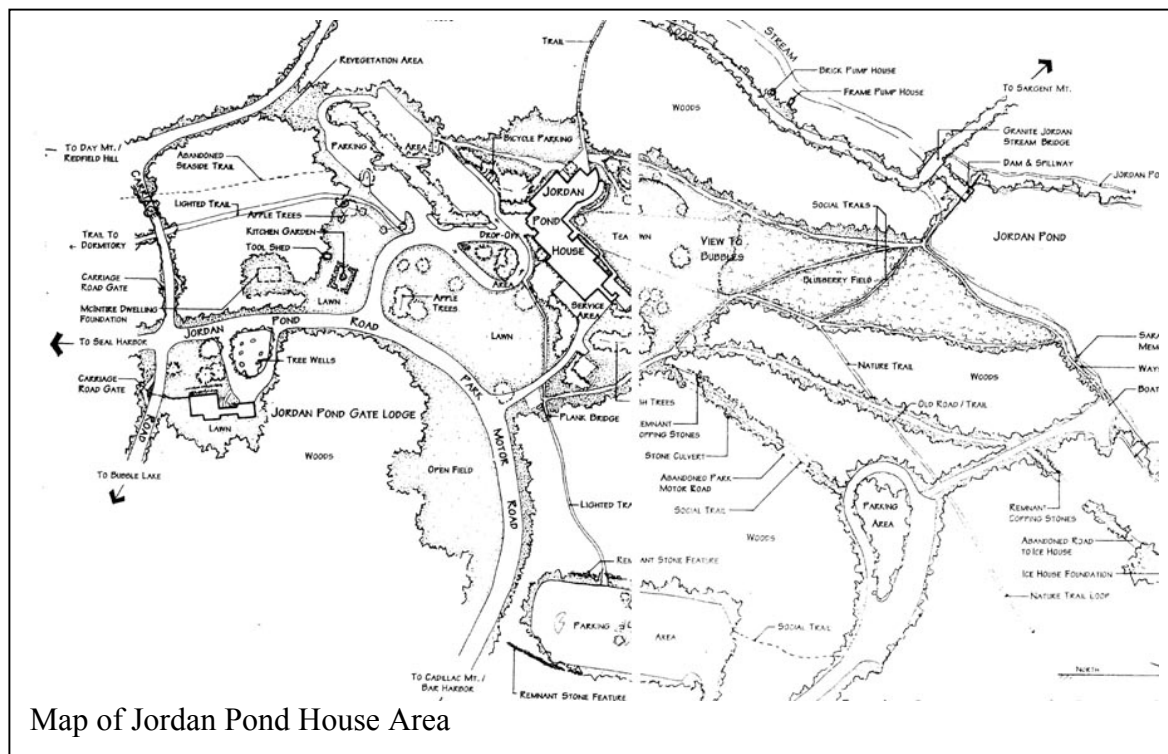
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APPENDIX 5: LARGE GROUP MEETING AND TEAM NOTES

1. Jordan Pond House Team
2. Cadillac Mountain Team
3. Mount Desert Island Team 1
4. Mount Desert Island Team 2
5. Notes from Large Group Discussions

Preliminary Findings and Recommendations
Jordan Pond House and Surrounding Area
Acadia National Park Capacity Charrette 8/1/2001 - 8/3/2001

Team Members:
Ken Anderson
Tom Keith
Marla Major, FOA
Jim Fisher, HCPC
John Daigle, UM
Jim Vekasi, ANP
John Kelly, ANP



Executive Summary:

- We are concerned with congestion and traffic management, leading to loss of traditional experiences.
- Recommend a proactive effort including reconfiguring circulation, way-finding, signage, restricting parking to existing capacity, and encouraging use of public transportation.
- Park-wide actions which would support these actions include restricting the number of cars on the loop road system and enhancing the Island Explorer operation.

Charrette Process

During a three day charrette beginning on August 1, 2001 the Jordan Pond House team was asked to define current park-capacity issues and make recommendations for future primarily with respect to the Jordan Pond House and surroundings. Our work included site visits, presentations on the Island Explorer and four case studies as well as time spent in group idea generation and discussion. This document summarizes the groups discussion and findings. The findings are organized as responses to seven questions posed by the Park Service.

The Jordan Pond House group has three goals

- Specific recommendations for Jordan Pond House
- Lessons learned here that may apply to other ANP destinations
- How Jordan Pond House is integrated with the larger system

1. What is the current situation and what are the important challenges for the area in question?

Why is the Pond House where it is?

Historically this site evolved as a farmhouse that sold food.
Facility burned in the 1970's and was replaced with a larger facility.
Park generally does not build facilities like this.

The primary uses of this facility include:

- Dining: offer a dining experience for a limited number of people.
The restaurant concession up for bid this year. This may lead to a change in management style new contract may limit flexibility for changes in parking, etc. that might affect usage.
- Trail head: for walking, cycling
- Carriage rides: separate staging area, but near by
- Privately owned and operated horse stables
- Short nature walks
- Gift shop - now offering pre-made sandwiches and drinks
- Boat launch – maximum of 10 horsepower motors, canoes and kayaks
- Restrooms
- Scenic and recreational destination

Note: 80% of Jordan Pond House Area visitors rated their experience as good or very good. This percentage may mask some underlying frustration of visitors who were unable to park and left the area as well as others who are inclined to forgiveness.

Current Issues and Problems for this site include:

- Parking limitations - demand for parking far exceeds the supply leading to illegal, unsafe and congested parking most of July and August from 11:00 AM to 4:00 PM
 - Restaurant patronage is limited by parking taken up with non-restaurant visitors
 - Bubble Pond parking overfills, sending bicyclist up to Jordan Pond to park
 - The most effective parking restriction has been the placement of large stones blocking access, but these stones add to the parks landscaping
- Circulation and bus access are often impeded during peak hours. Major gridlock results from illegal parking creating one-lane channels in and out of parking lots
- Island Explorer is running above capacity, particularly the bike racks. Increasing transit use will probably require additional buses and bicycle carrying capacity.
- User conflicts – there is no separation of different users
- User confusion - some visitors experience way-finding difficulties
- Resource protection concerns include
 - multiple, small social trails connect parking areas with access to facilities
 - overflow bicycle parking in woods causing some damage to plants and soils
 - Bubble Pond water supply is sometimes compromised by dogs, horses, swimmers, waders
 - loss of vegetation on road sides and resulting erosion from illegal parking
- Restaurant has limited capacity to serve - currently associated with size of kitchen, but also limited by concession contract in the future.
 - phased expansion is underway
 - basic building preservation was first priority
 - now going to expand the kitchen
 - limited use of reservations
 - Concerns about quality of experience during peak hours
- Toilet facilities are sometimes overrun. Relocation of some facilities is planned.



Cars parking along roadways restricts turning radii for buses



The transit area is shared by long-term tour buses, medium term rest-stops and short term Island Explorer stops

2. What are the desired future conditions for area's resources (natural and cultural), visitor experiences, and management program?

-
- Jordan Pond House provides traditional dining experience for up to 275 persons
The new Competitive Concession Contract sets performance standards
Operate: May 25 – October 20
Daily service: 11:30 AM – 9:00 PM
Parking only on pavement or gravel, no parking in the Grass
Can use overflow lots
Maximum capacity 528
Good weather tea lawn 275
Bad weather 256
Effective capacity number – 250 to 275 given turnover, table clearing, etc.
Style and manner of early 20th century
High quality dining experience for a limited number of visitors
Taking reservations, visitors should be encouraged to use public transportation



Outdoor dining at JPH has been a part of the MDI experience for many decades.

- Visitors do not experience congestion in parking, restrooms, dining, walking, etc.
- Public transportation is used to the greatest extent possible.
- Area continues to function as a trailhead for carriage roads and hiking trails
- Visitors understand what is available at the JPH area and easily find their destination
- Vegetation and water quality are not degraded
- Existing landscape character and vistas are protected
- Area is universally accessible
- Buses can easily access area and pick up passengers



Visitors scenic experience can be compromised by crowding

3. What visitor management strategies or actions would you recommend?

Overall Goal

Reconfiguration of area and use patterns to improve users experience

Before Visitors Arrive

- JPH strategy is consistent with park wide strategies
- Intelligent Transportation Systems – inform people in advance of parking congestion and restaurant wait
- Expand public transportation by providing park and ride lots and more frequent buses
- Disallow short-term tour buses using area as a rest stop
- Discourage or restrict large, private vehicles such as RV's and trailers
- Use meal discounts or other economic incentives to encourage transit riding

Arrival Process

- Separate uses to reduce confusion and conflicts
- Improve traffic / parking system to facilitate use and meet other desired uses
- Use parking management stones to prevent illegal parking
- Actively enforce parking regulations
- Use fees for parking to affect peak hour or parking locations
- Restrict parking to current number of legal spaces



Departure Process

- Limit length of some parking areas to 2 hours

System-wide Considerations

- Use a parking pass for park visitors
- Limit # of automobiles on loop road system to number that can be accommodated by parking
- Limit automobile access on loop roads – consider time of day and time of year

4. What indicators and standards should be monitored to track current conditions

Physical Measures

- Number of cars parked illegally
- Prevalence of Social trails
- Water supply is protected
Water quality monitoring
- Vegetation is not being trampled
- Percentage of bikes using bike racks
- Parking is adequate for managed uses
 - JPH - Trails - Boats
 - horses - carriage roads - Rest rooms

Visitor Indicators - desired visitor experience is understood and is being met

- Advanced information system
Visitors have information about JPH services and limitations in advance of arrival
- Way finding
Visitors don't have any difficulty finding their way to desired activities
- Parking delays
Time taken to find a parking space
- Quality of transit services
Level Explorer ridership – disembarkation at JPH
Time taken to disembark and re-embark on buses
- Waiting time at Pond House
JPH Customers don't have to wait more than ____ minutes for service
- Visitor Experience
Visitor Survey Results
- Quality of scenic experience
There are no more than ____ people in view of Bubble from JPH

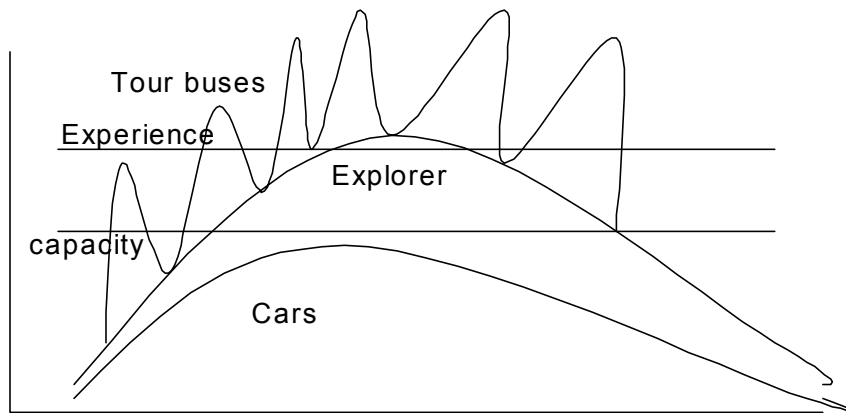
Carrying Capacity Indicators

Use	Limit
JPH	Restaurant capacity - 275
Carriage Roads	Limits based on VERP
Trails	Hikers - not specified
Casual Visits	Number of customers
Restrooms	Waiting time
Gift shop	
Area	Transport, Parking

5. What is a reasonable numeric visitor capacity for the area in question?

Demand profile - the graph below illustrates the number of visitors by time of day (There are a number of different capacity issues, including dining, hiking, biking, etc.)

- Restaurant capacity is just met by the combination of all parking lots if one assumes 2 persons per car and no use of transit.
- Large tour buses, particularly multiple buses arriving at the same time from cruise ships overwhelm the parking and restrooms
 - If tour buses aren't staying for any length of time, why do they want to go to Jordan Pond House? Restrooms, gift shop, photographs
 - Does the park have authority to refuse tour buses?
- The restaurant continues to operate during September and much of October when the Explorer is not operating.



6. What science and data should be obtained in the future?

Questions to be answered (This list is illustrative, not comprehensive.)

- Are people getting the desired experience?
- How many people are using or desiring to use JPH? How many cars?
- Are Carriage Roads near JP at or near capacity?
- What experiments have been tried for parking?
- How many people / cars / bikes are desiring to access the JP area?
- Where are JP users desiring to go? How long are trips? How long are they staying?
- Customer state reasons for visiting JPH
- What is the restaurant's capacity?

Select Research Methodology (baseline, monitoring, evaluation)

- visitor use of the area - surveys, counts
- desires - intercept surveys, etc.
- destinations - observation
- social carrying capacity - visual preference surveys, etc.

Determine capacity limits for specific uses

- restaurant (275 currently)
- carriage roads – based on VERP models and capacity of system
- trails - indicator construction may be needed
- casual users – restrooms, shops, views, curiosity / serendipity

7. What public education and information strategy would be appropriate?

Pre-Arrival

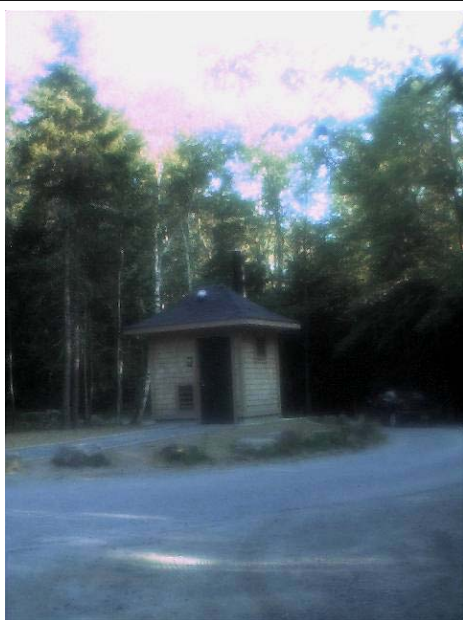
- ITS – inform people in advance of parking congestion
- Promote Island Explorer and other buses
- Peak shifting - Expand JPH hours – market breakfast popovers
- Peak shaving
 - Deal with multi-bus arrivals
 - Disallow parking during specific hours

Arrival

- Separate uses – assign parking to separate activities (staging) – use signage to direct visitors
- Use signage to guide cars to satellite lots
- Reconfigure bus way, priority access
- Signage to limit length of parking according to location
- Concessions provide on site management of parking lot

During stay

- Parking fees, validation from concession to guide use areas



Visitors needing a restroom can be guided to alternative locations



Signage along trails improves way-finding at Jordan Pond House

Cadillac Mountain Group – Recommendations from Day 2

Studies that are needed:

- Survey other summit restoration projects
- Conduct a rapid assessment of the resource
- Develop a restoration plan for the landscape of the summit, including trails
- Study visitor perceptions about the summit and behaviors at the summit
- Prepare a transportation plan and feasibility study of transit systems to the summit
- Conduct vegetation studies (indicator species?), including lichens

Immediate management actions for the summit:

- Enforce existing parking regulations, including those for buses
- Continue, increase, and improve education, including Leave No Trace
- Increase exclosure areas
- Work with the National Park Foundation and Friends of Acadia to find financial partners interested in restoration of the summit
- Expand the summit steward program
- Reconfigure the trails and add bridges to rock faces
- Place an information kiosk centrally
- Continue to dismantle “rock art”
- Convert the gift shop to an education center
- Set the carrying capacity at the number of parking spaces at the summit and monitor by the ITS system

Future Management Strategies for the Reduction of Impacts

- Conduct pre-arrival education about the Cadillac Mountain summit
- Implement a Cadillac Mountain people moving system (e.g. a bus system)
- Redesign the summit parking areas for the bus system
- Phase out vehicular use of the summit road during peak season
- Phase out the communications towers as technology permits
- Protect the air space around the summit
- Protect the viewshed
- Prevent bad air quality
- Promote alternative sunrise and sunset viewing locations in the front country of the Park

Mount Desert Island Team 1

Question 1—Current situation and important challenges

1. Current visitors report important values are scenic (90%), plants/animals (75%), solitude/quiet (84%). Problems mentioned: crowding (164X); traffic (103X); nothing ((78X); and congested parking
2. Public reaction seems to focus on congestion, crowding.
3. Current resource impacts are site specific, associated with people exploring on their own, social trails
4. We may have measured visitors' resilience/tolerance—is this what we want? Haven't included those who don't come any more in the sample.
5. We may be measuring visitors' satisfaction instead of the desired condition.
6. How far do the experts think we are from a crisis or breakdown?
7. Problems and challenges include apparent over-use at Echo Lake, Long Pond (social trails), Ship Harbor to Bass Harbor light. Lots of similar little problem areas.
8. Not clear, without further study, how significant these individual problems are.
9. People want more parking—will GMP direction not to add parking work?
10. Loss of resources in tidal zone due to visitor impact
11. Overflow/uncontrolled parking in Green, Duckbrook, Sir Demault, Echo Beach
12. V.C. has problems with crowding and poor design
13. Perception is that Island can accommodate more people, but not more cars—this should be validated
14. Level of service should be tied to biological and visitor experience standards
15. How to sustain community economic health with any change in land use
16. Needs for economic development may be in competition with needs for protection of resources
17. Need to understand and educate visitors about resource impairment/degradation
18. Any limitation on Acadia visitation may impact visitation/economy of elsewhere in Maine—does rest of State need ever-increasing Acadia visitation?
19. There is some unpredictability about visitation, with drive-in tourism
20. Does cost of accommodations on MDI impact visitation?
21. We don't have definitive information about mix of campground/motel availability and build-out opportunities
22. Park staff's ability to respond to impacts is limited—things must be dropped to take on new issues/problems
23. Displacement of traditional/local visitors is a concern. How to monitor and react?
24. How many visitors to MDI are here for general reasons and only find Acadia important as a backdrop vs. those who are here with Acadia as their principal focus?

Question 2—What are the desired future conditions for the area's resources, visitor experiences, and management program?

1. Stable or improving trends in resources, using restoration, rehabilitation, preservation, based on zone and specific site objectives. Both cultural and natural baseline situations should be

considered. The bias should be toward natural condition, but recognizing historic values. Should have a goal of reducing disturbed, impacted soil and other resources.

2. More knowledgeable, informed, sensitive visitors. Educate visitors to be more caring, appreciative.
3. Can we or should we manage the traffic stream coming to MDI? There is a threshold assumption that we can accommodate more visitors with more intensive management, by providing other opportunities and a mix of experiences.
4. Establish thresholds, monitor, and take action based on prescriptions for zones or resource/landscape units. Use VERP framework
5. Demand for parking matches parking spaces
6. Demand for bikes balanced with infrastructure.

Question 3—What visitor management strategies or actions would you recommend?

1. Prioritize problems
2. Call proposed changes “experimental strategy”—be prepared to try, monitor, adapt
3. Parking control—enforcement and new restrictions
4. Bus system—charrette to supplement parking control
5. Improve pre-visit planning and information
6. Co-opting visitors—improved contacts
7. Establish current visitor use as capacity and work at re-distribution to solve specific problems
8. Set automobile capacity in Park
9. Change fee structure to per person—higher for autos, limit number of per person passes
10. Add fee gates—Stanley Brook/Jordan and above visitor center
11. Place resource protection first as top precept
12. Establish ANP as car-free destination
13. Establish car-free zones
14. Allow some growth above current visitation, but link to some standard or index
15. Set backcountry limits, too
16. Put out prospectus for inbound booking agent to help with distribution of visitors and link to off-Park opportunities
17. Set bike capacity

Discussion of major big picture strategies

To limit number of people, put an overall cap on visitation, need to:

1. have a dialogue with community
2. have valid data/rationale—resource data and economic impacts. Obstacle: cost of data
3. it may be politically impossible and/or there is no current basis to establish the right number—there is no consensus on need
4. a tool=cars
5. long-term, use gates if gets out of control
6. set level before too late

To limit number of cars:

1. start by trying experiments in 1-2 problem areas. Some examples: Cadillac, start with education at base, then fee station; make loop road car-free; eliminate RV's from Loop Rd/Cadillac
2. limit parking to approved, finite number of spaces, increase enforcement
3. provide places for day-users to tie in to the bus system—satellite lots at V.C.
4. tiered entry fees (more for cars)—“transit fees” and per person fee
5. expand bus service and add long-term funding strategy
6. improve information in/out of Park about bus, including rationale/benefits
7. bike infrastructure—safety/separation
8. marketing campaign to sell the ideas

To manage distribution:

1. trails and barriers in heavily traveled areas—establish specific use patterns/areas
2. trip planning service—on/off site, internet/V.C./hotel terminal
3. encourage additional boating opportunities—e.g. site seeing as alternative to Loop Road; and transit opportunities like linking NE and SW harbors by boat
4. low density/quiet experiences—limit by permit—high quality—not just in the trees
5. actively de-promote certain sites with an information program; work with tour operators, consider depot/restrooms
6. Eagle Lake Rd. access to carriage road—prohibit parking in bike lane, shuttle from somewhere else
7. Identify areas and management goals
8. Close portions of carriage roads to bikes
9. Increase Park (or volunteers) presence in back areas
10. Loop road—more car free days, even one day/week; car free with buses only
11. Eliminate concession gift shops at Cadillac and Jordan Pond to shorten visitors' stay

Obstacles to strategies:

1. too few resources, overwhelmed
2. a management philosophy to intervene as little as possible—give user freedom to choose
3. fear of pressure to retain the high level of visitation; if set numeric capacities and if economy recedes, may be pressure to take steps to get visitation back up
4. people's unwillingness to give up car
5. long-term budget assurance for increased bus options
6. geographic layout—too many access points
7. sheer volume of users—can that be accommodated with bus system?
8. need for places for day-users to tie into bus system
9. for increased entry fees: discrimination vs. people with less money
10. impact on local businesses
11. uncertain outcome, staff resources

Question 5—What is a reasonable numeric visitor capacity for the area in question?

We don't have enough information to reach a conclusion about a numeric capacity for visitors in the Park. We may be at or exceeding capacity for number of cars in the Park. There are a lot of opportunities to manage and distribute use in the park that need to be explored before reaching any conclusion about numeric capacity.

Question 6—What science and data should be obtained in the future?

1. Social research: acceptability for experimental limits on limiting use
2. auto emissions impacts on vegetation. Ozone damage to ash, cherry, aspen, herbaceous plants, reduced growth and mortality.
3. # of vehicles/time of day for Cadillac, group size
4. better use and monitoring statistics; MDOT counters=level of service
5. direct impacts of visitor use on vegetation/water/wildlife
6. info on economic impacts of alternatives; how to increase economic viability of businesses
7. baseline information on effectiveness of information programs, how they impact visitor experience, management goals

Question 7—What public education and information strategy would be appropriate?

1. education is crucial—pre-trip planning, visitor center/info, message: resource sustainability first
2. build partnerships

Mount Desert Island Team #2

Acadia Visitor Capacity Charrette
Mount Desert Island 2 Team

Key Visitor Capacity Charrette Questions for ANP

1. What is the current situation and what are the important challenges for MDI?

- Don't overlook the successes to date: falcon reintroduction, amenome pool protection, carriage road rehabilitation, and fundraising for carriage road and trail maintenance endowment.
- Could be acting upon resource issues such as parking tickets, closing islands, visitor facility on Cadillac Mountain.
- GMP direction- no parking expansion, but the larger issue is how transportation can assist visitor management. Do we know how many visitors go up trails and climb rocks?
- Could parking be provided off-island? Could there be better traffic control?
- Parking was used to limit levels of activities; today transportation may just increase capacity. Do we set capacity and manage numbers?
- There appear to be visitor management problems that the staff can't solve or quantify. Does the park have staff to even measure and quantify problems? Do we really know if visitor use is a problem? Do we really know if visitor use is causing problems? Lack of knowledge in resource and visitor impacts also in numbers and visitation.
- Are there visitor capacity problems? The visitor use is so large tat with existing staff, may be difficult to quantify. Do we have the resources to measure impacts? Any antidotal information?
- Some visitors do perceive problems.
- Recognize that the resource economical, political and social dimension to these problems and that each island community has individual personalities. Also recognize the role of the advisory committee.
- Are social problems- overcrowding- reducing constituent support for NPS and NPS values?
- Complex park entry with multiple entrance and difficulty to control visitor behavior.
- Look at successes at carriage roads, partnerships fundraising constituent support a, diversity of opportunities and how to maintain with increase in visitor use.
- Existing transportation may solve and create problems.
- Need to support transportation system with capacity.
- Are visitor satisfaction answers biases away from high quality visitor experiences?

2. What are the desired future conditions for MDI's resources (natural and cultural), visitor experiences and management program?

- Need to define and ensure that future conditions have diversity of experiences ranging from high to low visitation and activities with range of environs form social to intimate.

- Variety of use for large families, solitude, physical challenges, scenic and cool education opportunities.
- Implement the GMP zones and goals.
- Not clear on how high is high density. Present condition language in GMP is 10 years old. What were conditions 10 years ago? Are we trying to turn back the clock to conditions in 1992? Also how low is low density? Lack of data and benchmarks make it difficult to determine changes and impacts. At what point is impairment?
- Develop Indicators and standards and use implementation plans to develop and test. Develop indicators and standards formulated and applied on island for each level of management and visitor activities. Consider range of indicators and standards.
- Need the data.

3. What visitor management strategies or actions are recommended?

- Involve the public to educate and help with solutions.
- Engage in research activities, consider fundraising for research, Acadia Institute, apply as per Friends of Acadia (FOA) model for roads and trails. Consider broad research-social, physical, political economic considerations.
- Reconcile parking policy with viable transportation plan. Don't just continue road parking without transportation actions.
- Recommend a spectrum of uses from very active high use areas serving many visitors with high NPS management to solitude, exploration with less NPS management. Consider USFS Recreation Opportunity Spectrum.
- Consider triggering activities to manage activities and avoid major agency actions- closure, heavy hammer actions. Consider how trigger can start an education action and be proactive rather than reactive.
- Management zones already exist, so start there.
- Some areas within park already are low use areas... probably don't have to do much active management to retain high quality there.
- In more intensely used areas, can set up VERP process, (motor road system, hiking trails) then see if there is a common denominator that might correlate to all.
- Two alternatives:
 - Let specific numbers in and do less active management
 - Let more in, but need very active management to maintain high quality experience.
- Is there an opportunity to work with local community or not?
- Development outside park may be closely tied to sustainability within the park.

4. What indicators and standards should be monitored to track current conditions?

- First, change current to acceptable above.
- Social and visitor research that will influence management actions. Carriage road visitor density analysis example. Analysis is based upon visitor's perceptions that established use levels. Up to 36 visitors on the road was acceptable, above this number wasn't acceptable.

- Ecological research should be undertaken to understand change, loss of species or other resource impacts.
- Determine when do visitor numbers begin to threaten resource viability?
- Engage in systematic process to understand social and ecological questions.

5. What reasonable numeric visitor capacity for MDI?

- Need to develop monitoring program to see if management actions are meeting desired future conditions. For example dog leash enforcement seems to be affective, but enforcing rangers not aware of successes and are considering reducing efforts. Also monitoring program would provide information to verify if NPS is meeting desired future conditions as defined by indicators and standards. Thereafter, capacity numbers are determined by this process.
- Be careful if process creates limits rather than triggers that engage positive actions.
- There are multiple opportunities to solve issues without limits on numbers.
- There is concern about subdividing park units and numbers, Is there some point of overriding visitor capacity that is defensible? Isle Royale example- long time ranger mentioned lower visitor number that in 1972 seemed to avoid resource impacts of the 1990's. Lesson, sometimes simple efforts can be effective. Be careful of the Golden Number: 10 is OK, 2 additional would be OK if trained in no trace ethics.
- Consider USFS lessons: using good professional judgements and following the processes, decisions are upheld in courts.

6. What science and data should be obtained in the future?

- Need to obtain baseline monitor data now and then in future maintain monitoring using same information. For example, obtain accurate visitation counts and continue analysis. Research should include resource baseline, visitor experience/ density and crowding information, attitudes of local residents and behaviors.
- Determine economic value of park to island, area and state.
- Determine infrastructure questions: flushes on Cadillac mountain, emergency responses, cleaning restroom capacities, etc. What is park and town's infrastructure capacity? What is the town's capacity for water sewer, fire protection parking etc.? Could this lead to sustainability goals for all parties and island wide planning?
- Effectiveness of visitor and resource management practices. Helps to define management effectiveness.
- Ability to monitor management capacities and key indicators.

7. What public education and information strategy would be appropriate?

- Create and establish opportunities for community and friends for work, funding and local support system. Create a research challenge, endowment, long term strategy and operations.
- Activate internal contacts Networks, political, legislative and state connections. Mobilize influential friends.
- Reality check- is there sufficient housing to accommodate employee and volunteers?

- Stay on high technology curve for GIS, satellites, ITS, cameras, etc.
- Don't overlook how visitor surveys are public education and information opportunities and strategies.
- Emphasis that visitors have active role in stewardship.
- Ask and tell visitors what you want to accomplish, don't assume they understand expectations. Tell them in multiple levels.
- Messages and education needs experts to assist park. Cadillac Mountain signs and trails are invisible to visitors, of course they won't get it if they can't see or understand expectations. Create compelling orientation opportunities and guide visitors to visitor managed areas.

Team: MDI 2
Presentation Draft August 3, 2001
Group Members: Bob, John, Judy, Len, Terry, Patrick and Stefan

Solutions/Strategies

FLOW:

First Step: Develop a process to determine visitor capacities(VERP-like efforts).

Second Step: Applying the process to various sites and action, short term/long term.

In our deliberations our group's process was analogous. We began the first day by developing a mindset that examined each of the seven questions and list of MDI concerns in the broadest perspective. We then narrowed our focus and tried to refine our thinking to percolate both immediate/short term suggested actions and longer term, more all-park recommendations.

One of the clearest outcomes of our process was the universal appeal of Use Schoodic for short-term pilot (visitor experience, auto free, and solitude -- seek community involvement and buy-in to results) and organize for long term of MDI and entire ANP.

Information: - A multilayered web, before island, VC and other smaller interpretive satellites (Cadillac Mountain & Jordan Pond)

- New VC/compelling orientation messages.
- Partnerships w/ L.L.Bean to provide info at its Freeport HQ store.
- Develop packets and some type of training for motels and other basic services with visitor interaction.
- Develop messages on bus/Island Explorer.
Use/continuous GIS enunciator – be mindful of competition with private tour service providers

Messages on NPS controlled information contact points should be heavy on resource protection and impact mitigation -- Leave No Trace. Acknowledge/promote corporate sponsors and best commercial/private partnerships.

New Visitor Center: multi-modal staging (airport, ferry, island explorer) information, orientation, education. There needs to be a compelling reason to stop – visible, sighted at an obvious nexus for travelers to the Park. Multi-focus a campus concept that creates separate flows of visitor traffic to restrooms, interpretative centers, transportation, and, if allowed, commercial services. Should the Park's main Visitor Center food vendors? Chamber of Commerce? Merchandise sales? Interpretation, quality experience using commerce. Multi-purpose Visitor Center provides focus on both Acadia National Park and outside areas.

Cadillac Mountain: Recognize Cadillac Mountain's high visitation and provide staff to interface with public. Create an interpretive and resource education site—key distinction here is that all the interpreters on the mountain would be enforcement officers as well -- Interpreters with “a hammer.” 25% law/75% Interpretation. Reduce or eliminate commercial presence.

Auto Use/Parking:

Immediate actions: Enforce Parking Rules and Restrictions in GMP – 1) Before parking enforcement action engage in a broad public education effort to explain that enforcement is an attempt to reinvigorate a high quality visitor experience. 2) Start small with increased signage (with tow truck and number or office to contact if auto has been towed. 3) Staff focus: make enforcement a staff focus and priority. 4) Next enforce right lane parking and determine where it is appropriate and then tell people to keep cars on pavement/increase transportation capacity accommodate decreases in available parking.

Delayed and long-term actions: New parking management, dependent upon the results of research:

-For safety reasons (not necessarily capacity issues). Eliminate parking due to safety at Jordan Pond overflow, North Ridge overlook Eagle Lake, Acadian Mountain.

Develop or provide a continuum of auto use to auto free.

-Go through process and determine number of visitors (capacity), when number reached, go to reservations for visitors. May need additional reservations for vehicles. May need additional reservations for other services. Transportation service is not increased.

-Use price strategies to influence demand, e.g., \$10.00 before 10:00am, \$40.00 after 10:00

-Alternative visitor use – 3 months eliminate parking, auto free, transit only as based upon research.

-Reduce speed to accommodate vehicles.

-Create a test of auto free in shoulder or off season and accommodate day visitors (or use Schoodic as a test site).

Small Islands: Coordinate island management with State/US Fish and Wildlife Service closure critical management activities. Consider reservation system thereafter. (very small islands visited by kayaks and create opportunities for education) and manage and enforce.

Solitude: To ensure solitary experiences, consider Western Side strategies that may require more aggressive and severe management actions – for example auto free. Use Schoodic for solitary experiences. Use permit for day use as well as overnight. Consider MDI and off MDI. Identify and provide info for areas of solitude areas and times – be careful may lose it. Engage with communities to support these quiet places, preserve island values. Use parking enforcement to guide use and community actions.

Research & Schoodic as research facility: Real information needs, will take real commitment to research. Real commitment to do the necessary monitoring research of those indicators derived from baseline data.

Friends of Acadia approached to establish Acadia Institute/Academy/Laboratory, develop endowments, acquire research capital assets, facilities, equipment, and establish administration. Create interest, competitive research, attract researchers with free housing and lab facilities. Scientific support. Applied research. E.g., use Schoodic for vehicle free test. Set up models test assumptions, logistics. Teaching models and curricula using Acadia N. P. case studies and community workshops. Give examples of research – social, ecological.

Schoodic – Eastern Interagency, Inter-Agency Science facility. Along a Carhart or Aldo Leopold Research Center

Commercial Uses – use commercial permit to build constituent support for ANP management actions. Activities – transportation, tours, food services, climbers. Consider directing cruise ships to a single in Park service provider.

Need to adequately consider commercial services plan and visitor capacity studies and consider use and plan to underrepresented visitors – services, urban, etc... We know how many but don't know how uses within permit.

Capacity \leftrightarrow Allocation dilemma. Need to determine capacity before you can do your best allocation of use. This reinforces the need for capacity studies to subsequently determine allocations.

Notes from Large Group Discussions: Wednesday, August 1st. – Friday, August 3, 2001

Questions discussed.

- 1) Is there a problem? Yes
- 2) What's the best approach? Is there one big capacity, many little or both?
Testing in small areas?
If sections:
East vs. West, PLR, Carriage Roads, Trails, Jordan Pond, Cadillac, Seawall,
Ocean Drive, Other. Holistic?
- 3) Can we manage for capacity(s)? Yes
- 4) Does LAC/VERP apply? Is it workable on large scale? Yes.
- 5) Should park be zoned like Arches? Yes
- 6) Are we at saturation point?
Conditional on management capability.

More Questions

Close Cadillac to private vehicles?
Close Park Loop Road to private vehicles?
Permits/reservations to enter park?
Surcharge for autos on PLR?
Adjust/change fee structure?
Are cars the lynchpin?
Ban RV's from park?
Develop parking plan & enforce it.
More physical parking barriers?

Comments Tom C.

- New visitors center
- Restriction in vehicle usage (parking & roads: enforcement)
- Use of fee gates/ structures, Surcharge for autos?
- How to pay for ongoing transit operation costs?
- Promoting car-free visitation to region.
- Real time information on availability. Re: autos- do we tinker or get bold.
- Bring communities into idea of various capacities.
- How many people can island support? Visitors & Residents. Otherwise will always be tweaking.
- Reexamine NPS role in providing concessions? Frees up parking and keeps people moving.

MDI

Can you really set a number? Too many cars, too many people.
Critical incident could override policy re: CAP
Decision of number function of management regime.
Visitor experience is also outside park on island-promote!
Limitation of staff.
Conflict- Building partnerships vs. concessions (CAD)
Don't let research drive management.
Auto-free Schoodic-test case for MDI.
Institutionalize research & monitoring, applied to management issues.
Who will be clientele in future?
Web- Inside and outside park, partners etc. Maybe cost effective too.
What should we do outside boundaries?
Engage visitors, communities, partners..
BC orientation model- GRCA-adopt to FC.
New visitor center options integrate to transit & car parking issues in park.
Reach visitors thru (daily) video? Re: what visitor use is like in park—fire danger
We can't build all of our solutions.
Don't forget low use areas-sensitive to change (VERP)

MDI 1

Fiscal management (staff/resources) capacity reached for park- should we cut capacity?
Think about park in regional context.
Attach a budget column to planning.
How large should transportation system be-if we don't know magic number; expands outside park.
Not too early to have intuitive sense we are at saturation-get a number out there.
Use professional judgement-don't wait for research, or all research.
What is budget role of the State? This region generates lots of sales tax \$.

MDI 2

Indicators outside park?
Take Jordan Pond off map.
Will transportation system increase problems/people?
Lack of data-how many people, condition of resources.
Is there really a problem? (visitor perspective)
Do we claim the high ground? or LCD?
Can/should we turn back the clock?
An Acadia Institute? For science and monitoring, ecological, social.
Look at vehicles first then go from there to other areas.
Take snapshot of one day.
Can't go it alone.
Must we wait for all those studies to be completed?
Sanibel Island has no recovery time anymore: 12-month season exists.
Today's number as interim? Then what steps to take.

Capacity has this draconian, punitive image, we must get beyond this.
Develop means of communicating use levels, increase public awareness. Issues like monitoring our(?) quality. A constituency building process. Puts it on community/visitors radar screen.
Capacity is a flow. e.g. between boredom & anxiety.
Should we implement reservations? Can we? Experiment some place, start small-part season.
Auto-free experiment.
West side has artificial capacity by design look for reservations there.
If we use in high-density areas-need reservations or management of some kind in low density areas.
Per-person entry fee-use to set limit.
Reservation system (cruise ships) in place now-accommodations on island (75% of park users)
In-bound booking center/agent-covering all of island-new business opportunities? Could help manage use.
Per-person fees requires massive education (could be distraction of resources)
Hunting/fishing analogy. State fish and game worth consulting.
Tiered fees \$x/head, \$y/car.
Community meeting needed.
Antagonism in RE industry in BM to limits. There is also value in limits-for scarce resources.
Safety issues go forward now.
Squeezing the balloon.
Need other players in community in room.
Start long range planning and research.

Jordan Pond

Information gathering, visitor expectations, how to ask questions- resilience, tolerance.
Wayfinding, space not well used.
Long term parking removed from restaurant.
Calculate parking needs of each component, restaurant, boating, hiking- biking, and pass through.
Restaurant is improving kitchen; moving target.
Experiential parameters may be more important
Maybe JP is not tour bus dependent activity.
Reservations for restaurant?
Place designed as entrance to restaurant not an entry to carriage roads for bikes. e.g. multiple hubs.
Reconfigure site- redesign-split uses.
No vehicular access?
e.g. waiting for a table may be more desirable than trying to find a parking lot.
Seeing parking lot from road may discourage, people from driving in-many other things to do!
Bus operations-serious capacity issue, re: loading bikes; separate van/trailer
Education of other options for biking.

Cadillac

Is gift shop holding people there?
Summit has highest % of visitors, missed educational opportunity.

Tour busses not always shutting down, have to move constantly.
Rock space capacity-treat rocks as islands using boardwalks, kiosks w/shade.
Trail blends into environment too well, better marked boundaries.
Promoting other places for sunset.
Cruise Ships-coordinators knew nothing about park and alternatives.

Consider PAOT as indicator.

As Cadillac goes so goes Acadia? Can do more there because it is expected. Can do some experimentation.

How much resource damage is historical? Cumulative?

What comes first on Cadillac?

- Resource first may not work, already accommodating too many people.
- May be social experience.

It's an educational opportunity.

New visitor center could be staging area for Cadillac.

Shuttle bus-mandatory? Part of IE? Free or fee?

People expect more than they are getting re: education, more guidance, interpretation.

Visitors there for vista- make them look down.

Cadillac should not be managed as a viewing platform, look at other summits that have roads.

Designated rock art areas (kids).

Concentrate vs. dispersal.

Need gateway to special area- no sense of it, no communication of it.

“Physical”

“Rock Rooms” as designated areas with others designated for expansion/rotation

Education filter needed

Be courageous in resource protection.

Increase enclosure areas.

Bottom of mountain entrance control, Where to Q?

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APPENDIX 6: CHARRETTE EVALUATIONS

Respondent #1

Pre-charrette communications (amount, adequacy, timing)

I thought this was well thought out and well-assembled. The package arrived in plenty of time for me to read through it a couple of times to get a sense of the context in the area.

Organization of meeting (agenda, sequence, workload, field trip)

Having been through this one now, if I were going to organize it from scratch, I would add another day. I'd have the participants travel on Monday, and I'd spend Tuesday doing the overview we did on Wednesday. I'd spend the added day by having the groups focus in more closely on the questions, with the expectation that they come up with a definitive recommendation for presentation on Friday AM. I would steer the participants into the understanding that they must come up with specific recommendations and not allow the group efforts to divert their energy into generalities or hypothetical answers. The case studies presented were excellent. It might be good to also have one or more presentations on some of the details involved in working through an actual capacity determination, with some specific guidance/recommendations about a step-by-step sequence of tasks to get through the questions.

Charrette facilitator, technical staff, support facilities

All this worked very well, except that the facilitator should have had license to be more aggressive in steering the group.

Clarity of assignment and questions (reasonable, realistic)

I thought the questions were good, but they expected too little. Probably, they expected all that could be accomplished in the time allotted, but I would expand that time to better take advantage of having all that creative energy captured in one place.

Meeting space, equipment, supplies, food etc.)

Excellent!

Quality of participants (diverse, creative, problem solving ability, teamwork)

Excellent! The level of dialogue was quite high. There was a good range of specialties and talents.

Size and leadership of small work groups

Because every group had to come to group consensus among the members about how to proceed, there was a lot of time spent just figuring out what they were going to do. And there was a certain amount of "leaving it to chance" involved in the way group leadership was selected. Knowing what I know now, I would design it a little differently for a second-generation

charrette. I would provide more guidance/leadership about what each group should do and the steps I wanted them to go through to get there. And I would provide a process leadership person and a recorder for each group so that all the group members could participate fully with their creative energy, instead of having some of the members (in our case, it was almost $\frac{1}{4}$ of the group) splitting their energy between thinking of the problem to be solved and the very different question of how to solve it. The process leader would steer the group's energy through a much more narrowly defined set of steps and questions to be answered. I would still expect the group to elect a spokesperson/leader who would speak for the group. On our group, there did seem to be a slight tendency among the local participants to narrow the range of consideration of solutions and to steer the group away from ideas they didn't think would work.

Did presenters reflect the tone and discussion of the small groups

I can only speak for our group, but I thought Noel did a good job representing our group.

Appropriateness of charrette technique to address this issue

I think the technique has a lot of promise, but it needs some tuning up to make it more effective—see next question.

How to fix the weaknesses of the Acadia charrette

I would narrow the range of what I expected the participants to solve. I would specify more about the process I wanted the group to use. I think Park management should have decided up front whether to zone the park and set capacities for each zone or to use some other approach. In other words, there were too many questions on the table for the group to come to grips with in such a short time. If you didn't want to steer too heavily and wanted the group's opinion on zoning vs. some other approach, then maybe the task should have been staged into: 1) large-scale strategic questions, which got answered in a first phase—these would have allowed the group to influence some of the “how-to” questions; and 2) a phase two to answer more specific questions like getting a group sense of overall Park PAOT capacity, individual site capacity, techniques to better distribute guests, etc. If this had been done first in a “phase one” and a decision reached (either in the form of a group recommendation or with an actual mid-stream decision by Park management), then “phase two” could have proceeded from whichever decision was reached. (This would have required having a couple of alternatives sketched out for fine-tuned process, to be used depending on which decision was reached in phase one.) Again, the idea would be to narrow the range of consideration, especially on the process questions and prescribe the process to be used in order to capture the collective wisdom of the group on the really important questions. For me, the more important questions of the week had to do with getting a collective group sense of where the “capacity” point is for the Park and capturing group creativity on some techniques and mechanisms for distributing guests, etc.

I've felt, but not been able to completely articulate, another weakness since returning home. It runs something like this. My sense is that by including so many of the local folks and by inviting the local press for the reporting-out session on Friday, there was an imposed inertia on the

solutions that groups were going to come up with. At least in our group, there was some tendency to have ideas “edited out” as unworkable. We ended up coming up with a watered-down, politically correct recommendation that didn’t totally reflect the sense of some of the group that PAOT capacity has indeed been reached or surpassed during the peak season. Part of this was a result of knowing our recommendation would be heard, unedited, by the local press; and of urging from the local folks not to upset the apple cart. At least this was the impression I formed as I sat through the discussion—others may have had a different view.

This latter weakness, if it indeed was one, could be corrected by having some of the Park employees and local folks serve as resources for all the groups to come to with questions, but not have them serve as actual members of the groups.

Another interesting idea to think about would be to pose a series of yes/no questions to the group at large and count “votes”. This would need to be done toward the end of the session, after everyone had the full benefit of the multiple points of view in discussion. Questions could include things like: do you think the PAOT capacity of the Park has been reached during peak season; should a more “leak-proof” entry permit/fee structure be imposed; should the current numbers using Cadillac Mountain be allowed to continue; should right-lane parking be allowed to continue as it currently exists on the loop road; alternatively, should reductions on the current level of right-lane parking be a tool to reduce PAOT’s at specific places; should Park policy of not providing any additional parking footprint be changed; should there be days when motorized use should be disallowed on the loop road? A “survey” of this sort done at the end of the session would provide a lot more concrete sense of the group’s recommendations than we got. As with all surveys, its results would be somewhat determined by the biases involved in writing the questions. You could supplement the questions management would like to ask by letting the group suggest some questions they think are central to the issues at hand. It would even be possible to poll the participants after the fact with at least the list of questions management would like to ask.

My overall impression is that a lot of work and expense went into putting this charrette together; and in the end, specific and concrete recommendations eluded the group. I don’t understand all the reasons, but part of it was perhaps a reluctance to narrow the range of questions asked and to narrow the available options in how the groups were to proceed to answer the questions. My personal view, after the short introduction to the situation there, is that it is self-evident that capacity has been reached or surpassed during the busiest season of the year, based on capacities having been reached in accommodations, transportation, and local tolerance for visitors. That may be a minority opinion, but I’m guessing it’s not. And yet, I don’t think the charrette ended with that kind of recommendation, for whatever reasons.

What were the strengths of the Acadia charrette.

The diversity of the participants was certainly a strength. Beyond the diversity, there was excellent depth and range of local knowledge among the participants. The material sent out ahead of time gave a good level of familiarization with the local context without being unduly

burdensome. The logistics and arrangements were well thought out and very competently handled.

Respondent #2

Pre-charrette communications (amount, adequacy, timing)

Good job. I apologize for not giving you better information on the Hancock and Washington Counties for the mailing. I had stuff ready, but didn't send it. My mistake.

Organization of meeting (agenda, sequence, workload, field trip)

The meeting flowed pretty well. The tour, work groups, etc. went well. I especially enjoyed the four case study presentations on Thursday morning. I felt a little stressed on Thursday night to get the report done for the Jordan Pond group, but mostly because I was delayed by family matters as always happens in August.

Charrette facilitator, technical staff, support facilities

Glenn and the FOA did a great job providing support.

Clarity of assignment and questions (reasonable, realistic)

The assignments were clear for Jordan Pond and Cadillac, but perhaps too broad for the ACNP as-a-whole groups. I think that arriving at capacity numbers was ambitious. To succeed at that I suggest:

Provide very clear tables showing total parking spaces, estimates of capacity for specific sites, capacity of the Island Explorer system, Jordan Pond House capacity, etc..

Don't set capacity limits in terms of an annual visitation figure (e.g. 3,000,000) , rather aim for capacity at any point in time, or blocking the day into 4 time periods - morning, noon, afternoon, evening. These numbers would provide very clear guidelines for how to manage visitation.

Going beyond setting capacity numbers, provide list of existing and potential controls for managing visitation, such as fees, reservations, cueing, auto restrictions, etc.. This part of the discussion benefited by the presence of so many other national park and forest operators who have implemented controls.

Meeting space, equipment, supplies, food etc.)

The facilities were fine. Food was very good.

Quality of participants (diverse, creative, problem solving ability, teamwork)

Good caste of characters. I wonder if some state agencies, like MDOT and some local government representatives and business representatives might have been helpful. The issue of the intermodal transportation hub might have had more weight with MDOT there.

Size and leadership of small work groups

Leadership was a bit loose in the work groups. We all muddled through. There are some simple process instructions that sometimes help work groups to stay focused and reach consensus that could have been mentioned at the out-set. Size was fine.

Did presenters reflect the tone and discussion of the small groups

Yes. Report-back sessions are always difficult. The people who reported back from the groups at this conference were pretty good at keeping attention focused and representing their group.

Appropriateness of charrette technique to address this issue

Charrettes are most successful when there is a strong, visible product -- such as a subdivision plan or a product to be marketed. This case was a little less tangible, particularly for the ACNP-wide break-out groups.

How to fix the weaknesses of the Acadia charrette

More information, presented succinctly, described above
More use of maps and design examples, particularly for the ANP-wide groups
Perhaps more diverse perspectives, as mentioned above

What were the strengths of the Acadia charrette

Good people: participants, facilitators, support staff
Good case studies
Good location, field trips

Respondent #3

Pre-charrette communications (amount, adequacy, timing)

Good materials
Adequate to provide background
Could have received them a bit earlier

Organization of meeting (agenda, sequence, workload, field trip)

Excellent!

Charrette facilitator, technical staff, support facilities

Very well done. Good direction by Glenn. Good presentation by Charlie setting the stage and comments throughout.

Clarity of assignment and questions (reasonable, realistic)

Assignment was clear, reasonable, realistic, and appropriate.

Meeting space, equipment, supplies, food etc.)

Great food. Meeting space was fine. Too bad Christie couldn't present all her slides. Support facilities fine, although those were some of the most uncomfortable chairs I've ever sat in.

Quality of participants (diverse, creative, problem solving ability, teamwork)

Excellent! I consider myself so lucky to be involved!

Size and leadership of small work groups

Very good.

Did presenters reflect the tone and discussion of the small groups

The preliminary report was well presented and represented what the group said. The final presentation was poorly organized and only provided an overview of what was said the second day. I was very disappointed in the quality of our group's final presentation. (I was in MDI 2).

Appropriateness of charrette technique to address this issue

Very appropriate, I thought. It seemed like a very efficient way to deal with several huge, complex issues.

How to fix the weaknesses of the Acadia charrette

There were very few weaknesses, in my opinion. I was even impressed with Charlie's wardrobe! (I think I just gave myself away!!!)

What were the strengths of the Acadia charrette

The people involved! There were so many great minds there... that became apparent almost immediately. And people seemed to really listen and articulate their thoughts and ideas well. It was a good mix of park and "outside the park" folks. Also, the charrette was very well led by

Glenn and Charlie. I loved the “Freedoms.” And of course, you can’t have a good meeting without good food. It was great!

Respondent #4

Acadia Charrette Evaluation

I started to go down the bullets to speak to all the various points, but soon felt I would be repeating myself a lot. I believe the charrette was very well organized and facilitated. I was pleased to a part and hope you benefited from my participation.

Charlie did an outstanding job of keeping me informed and briefed on the entire project from beginning to end. The materials he sent ahead were useful in preparing.

It appeared to me that the objectives were well defined and the agenda strongly supported the objectives. I especially liked the small group approach with lots of local park personnel support for information about past and present management. I thought group size was good for the purpose and each had a strong cross-section of skills.

Hands down, I think the strongest feature of the charrette was the participants themselves. You had good strength in experience, innovation, creativity, interest, and problem solving. Can’t go very far wrong with that kind of effort and support. It’s my assessment that all worked very well together as a problem solving team(s).

I very much enjoyed Charlie’s and Glen’s leadership and participation. I had a little sense that Charlie was anxious about the outcome as would be expected, particularly having had such an active role in planning it. Probably kept him from enjoying it as much as the rest of us. Glen’s experience and objective/facilitator style was well suited to the effort.

I considered it an important point that the Superintendent and other Park leadership was involved and they clearly helped facilitate the problem solving mood by also being investigative and inquiring, not limiting or territorial.

I especially enjoyed the Arches and Florida island case studies.

I really don’t have any suggestions on how to improve it. I CONSIDERED IT A GOOD EXAMPLE AND MODEL FOR PROBLEM SOLVING. I personally benefited from the discussions, and have been using what I learned from the workshop.

Respondent #5

Charrette Evaluation Considerations

Communications were plenty. In some situations, they seemed to be repeats of the same information. It would have been helpful if someone had briefly summarized (or labeled) on the top of each photocopied sheet what the information was.

For the Cadillac and Jordan Pond areas, no need to put a list of concerns in the folder. I think the field trip and local experience should have been enough for us to form our own opinions about the problem.

Well done on the map, but frankly, I didn't look at it before the meeting because I assumed it was just another copy of the Park map.

I think the agenda was good. A social event would have been a great idea. I wonder if it would have been helpful to do two of the outside presentations on the first day and two on the second day to prevent fatigue.

Field Trips: A more formal, planned presentation at each site and on the bus about the issues would have been helpful. I also failed to gain a full appreciation of the traffic/parking problems because traveling on the bus doesn't allow for the frustrations of driving. The visual range is also limited to the view out the side of the bus on which one is sitting. (I'm not describing this well, but it is much more powerful to see a long stretch of cars parked along the Eagle Lake Road in front of you than it is to see five or six at a time to the side of the bus. On the other hand, we don't all want to take cars.) Maybe an informal day where participants split up and enjoy the park on their own is warranted. Maybe schedule the charrette for Monday – Wednesday and ask that people arrive on Saturday for the evening social event, followed by a day in the park on your own.

Workload was good, although if we had stretched into the evenings more, it would have been even more tiring than it was.

Charrette facilitation was good. Perhaps the organizers should select the George Washington's of the group ahead of time and put them through a slight training session to make sure that the small groups don't feel like they are floundering at first (a comment I heard from at least two participants after the first day).

Support facilities – I don't know how you avoid this, but just like Charlie, I feel like I missed out on some content and on meeting some people because I was worried about food organization. Maybe force whoever is responsible for food to spend money on a caterer.

Thank goodness Charlie and I were able to rely on Brian Malone and Mike Staggs from the FOA staff for some of the details. Helpers like this are a must.

Assignments were clear and questions were reasonable. Training the George Washingtons or getting professional facilitators might improve the outcomes of the small group sessions (although I felt like we had good outcomes anyway). I think that the real test of the questions will be whether the Park feels more armed to address the carrying capacity issue than it did prior to the charrette.

Fine, but having the meeting at a conference facility and/or having it catered would make it easier – less personable and more expensive, but easier.

I definitely think we had some good thinkers there. We needed more local folks from outside the box (e.g., Tim King, Town Manager of Ellsworth, Nat Bowditch from State Office of Tourism, members of the planning Boards, and Chamber directors). If size limitation is a problem, maybe allow some folks to listen to the reporting sessions rather than participate in the small group workshops.

I was absent on the first day of small groups; however, I felt that the second day's session went very well.

Yes

I think the charrette is a good brainstorming session to direct park actions on this issue. I felt like we came up with some focused management recommendations for the short term and some longer-term ideas of how to approach studying/setting a carrying capacity for the park.

Force small groups to sit together on the tour; have a more focused discussion on the tour.
Invite those whom you feel are helping to create the crowding problem – i.e. the Chambers and the towns that ask, "What is the Park going to do about crowding"
Hold the workshop on a M-W so that those who are from away can explore on their own over the weekend before the workshop.

Mix of local knowledge about the park with expertise of social scientists
Plenty of time to ask questions of the small groups
Excellent thinkers
Good preparation
Interesting presentations

An overall indication that I thought the charrette was worthwhile is that I am looking forward to the summary documentation and to working with the Park as the plan of action develops.
Thanks for including me in the workshop.